

Hunters Point  
Naval Shipyard

Eastshore  
Park

YBC

Mission  
Comprehensive  
Plan

Port  
of  
San  
Francisco

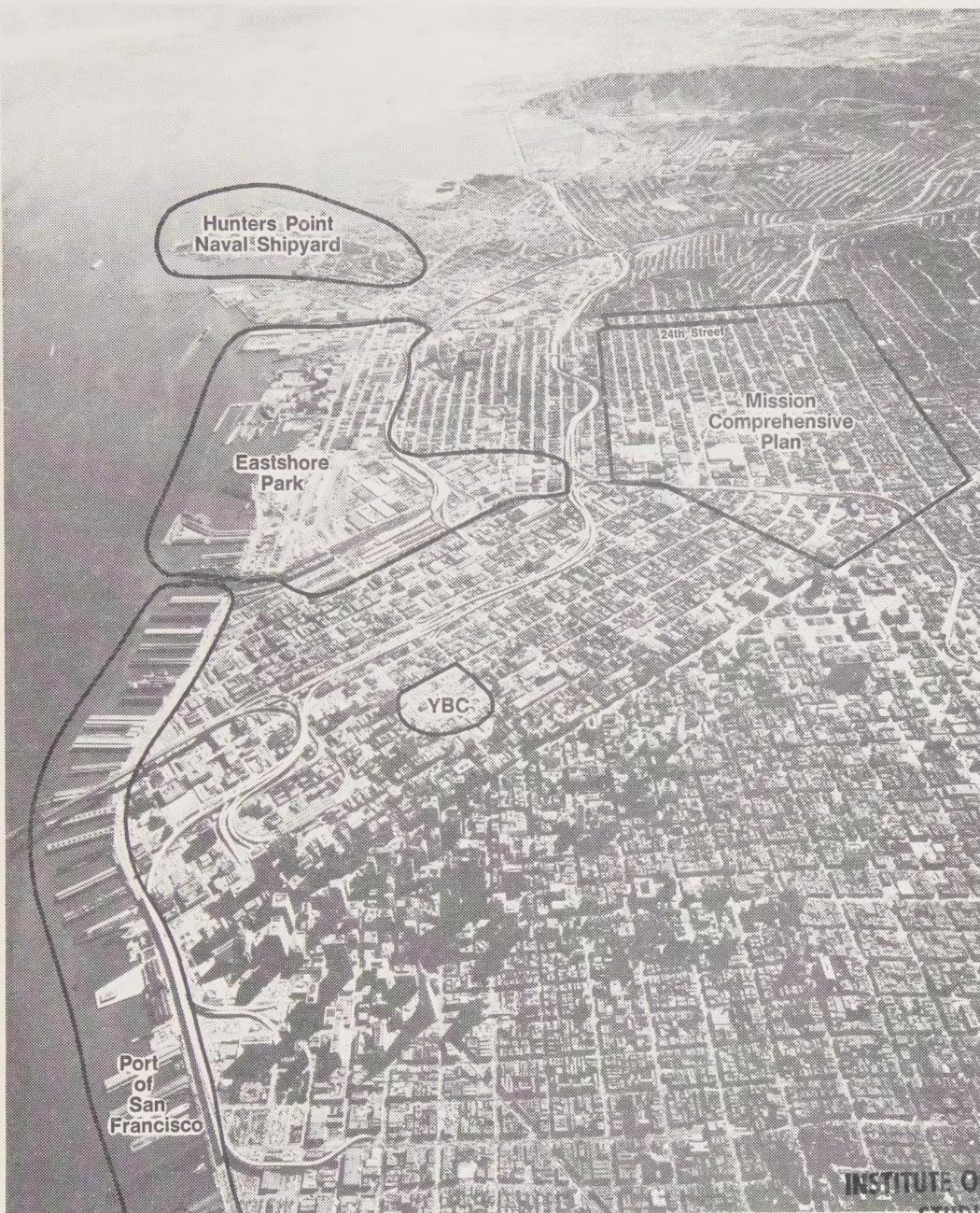
24th Street

Mayor's Office of Economic Development in San Francisco  
1973-74 First Year Final Report



Digitized by the Internet Archive  
in 2024 with funding from  
State of California and California State Library

<https://archive.org/details/C124883817>



Grant Project  
No. 07-6-09477

ESTABLISHMENT OF  
MAYOR'S OFFICE OF  
ECONOMIC  
DEVELOPMENT IN  
SAN FRANCISCO

First Year Final  
Report by Mark W.  
Buell, Director

Mayor's Office of  
Economic  
Development

Suite 906  
1390 Market Street  
San Francisco,  
Ca. 94102

City and County of  
San Francisco

Joseph L. Alioto,  
Mayor

July, 1974

*no slp*  
INSTITUTE OF GOVERNMENTAL  
STUDIES LIBRARY

FEB 2 1976

UNIVERSITY OF CALIFORNIA

The technical assistance program was accomplished under a grant with the Economic Development Administration. The statements, findings, conclusions recommendations, and other data in this report are solely those of the grantee and/or their consultants and do not necessarily reflect the views of the Economic Development Administration.

*Business promo.  
" cards  
Econ "*

*SF  
" " "*

## TABLE OF CONTENTS

	<u>Page</u>
	1
SUMMARY	
I BACKGROUND INFORMATION	
Physical and Economic Characteristics of City.....	2
Establishment of OED Office and Program.....	6
II PROGRAM ADMINISTRATION	
Program Policy.....	7
Staff Personnel.....	7
Utilization of City Government Personnel.....	7
Utilization of Private Sector Personnel.....	8
Coordination with Other Development Programs.....	9
III TECHNICAL ASSISTANCE PROJECTS	
Hunters Point Naval Shipyard.....	11
Neighborhood Economic Development Program (NEED)	
Mission District Economic Development	
and Projects.....	12
24th Street Renovation Project.....	13
Joint OED-Chamber of Commerce	
Mission Data Base Study.....	15
Association of Latin American	
Businessmen Project.....	15
Mission Comprehensive Plan.....	15
Latino Local Development Company.....	16
Mexican Trade and Cultural Center.....	16
One-Stop Industry Services (OSIS).....	17
Concentrated Industries Development	
Program (CID).....	18
Promotion and Marketing Program.....	19
Port of San Francisco Development Plan.....	19
Eastshore Park.....	20
IV EVALUATION OF OVERALL PROGRAM EFFORT.....	21
V SECOND-YEAR PROGRAM PROJECTION.....	24
VI EXHIBITS	
1. Structure of San Francisco City and County	
Government.....	25
2. Office of the Mayor Structure.....	26
3. Office of Economic Development Structure	
Chart No. 1: OED Links in Mayor's Office.....	27
Chart No. 2: Advisory and Citizen	
Participation Structure.....	28
Chart No. 3: Relationships with City, State,	
Regional, and Federal Agencies... .	29
4. Staff Biographical Sketches.....	30

## VIII MAPS

1. Hunters Point Redevelopment Project.....	39
2. India Basin Industrial Park.....	40
3. Hunters Point Naval Shipyard.....	41
4. Westgate Mall.....	42

## VIII APPENDICES

News Articles.....	43
Letters of Commendation.....	60
San Francisco Projects Chart.....	64
Hunters Point Task Force Members.....	69
Business and Industry Advisory Committee Members.....	71
Overall Economic Development Program Committee Members..	74



## SUMMARY OF OED OFFICE ESTABLISHMENT

The Mayor's Office of Economic Development commenced operations on May 8, 1973 guided by three principal objectives:

- 1) halt the growing flight of industry from San Francisco;
- 2) encourage existing industry to remain in the City, and
- 3) attract new industry into San Francisco.

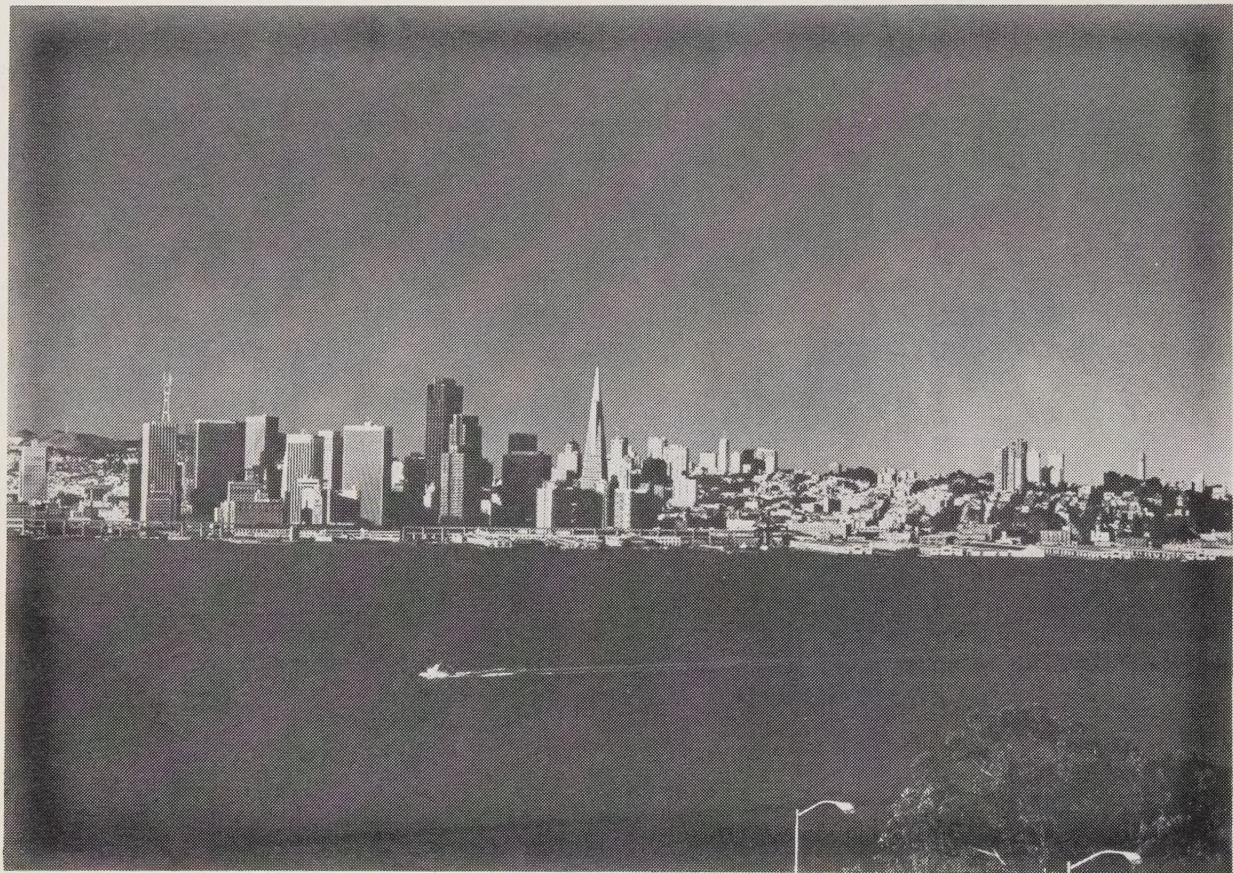
The initial staff employed consisted of a Director, Assistant Director, and Economic Research Associate. A Manpower Advisor, Secretary, and Economic Development Specialist were added to the staff by October 1. The six-month contract of the Manpower Advisor ended December 4, 1973. The staff orientation emphasized that the basic goal was the encouragement and attraction of new industry and jobs with the detailed and day-to-day implementation to be turned over to existing agencies and organizations.

The timing for the establishment of this office proved to be fortunate in that the City was being provided with a structure specifically geared to deal with a major economic crisis that arose less than two weeks earlier. This was the announced closing of the Hunters Point Naval Shipyard described below.

Mayor Joseph L. Alioto directed his Office of Economic Development to assume the major and primary responsibility for developing a program of economic recovery.

Despite the focus of time and effort required by the shipyard closure, the San Francisco Office of Economic Development has developed during the past 13 months the formation and preliminary execution of a number of varied economic development programs. They have involved the establishment of close working relationships with not only city governmental agencies, officials, legislators, and administrators, but also with business, labor, neighborhood leaders, community groups, and regional, state, and federal agencies.

The following pages of this report identify the scope, thrust, and progress made in these programs.



#### Physical and Economic Characteristics

San Francisco occupies the northern tip of the San Mateo Peninsula, a narrow, hilly strip of land which extends southward from the Golden Gate between the Pacific Ocean and San Francisco Bay. It is situated on one of the finest natural harbors in the world. To the south is the highly urbanized strip along San Francisco Bay interspersed with large areas of open space and, to the east, across the Bay, are the cities of Oakland and Berkeley. San Francisco is the most densely populated and developed city in California, having an area of only 49 square miles within the city and county boundaries.

In 1970, the population of San Francisco was 715,647. The population is now about 680,000. The decline is attributed to a combination of outmigration -- mostly white middle class, and to a diminished attraction to people looking for jobs and housing.

The ratio of white in the total population has decreased by about 10 percent between 1960 and 1970. At the same time, the ratio of Blacks has increased by about 29 percent and other races by about 76 percent. The 1970 population of 715,674 was 71.4 percent white, 13.4 percent Black, 8.2 percent Chinese, 3.4 percent Filipino, and 1.6 percent Japanese. Persons of Spanish language or Spanish sur-

names were 14.2 percent of the population, also 1 of every 7.

The population of persons considered white is substantially older than the non-white population, particularly among the unrelated individuals. The Black, Chinese, and other non-white groups have substantially more young children and it is these groups which are increasingly reflected in the school population.

At the time of the 1970 Census, 6.4 persons in the labor force in San Francisco were unemployed (male 7.3 percent and female 5.3 percent). As is true in most areas, the white unemployed rated was below average at 6.1 percent. The Black rate was 10.4 percent and that for Spanish-speaking was 7.5 percent. If one measures those persons employed in "low--low status jobs", one finds 10 percent of the whites in this type of employment, 25 percent of the Blacks, 19 percent of the Spanish-speaking and 21 percent of those of other races. The non-whites in this community, then, have higher unemployment rates than the whites, and lower-level employment, if employed.

Since 1968 the yearly average unemployment ratio for San Francisco has been between 1.1 and 1.9 percent higher than the national average. Unemployment in some districts of San Francisco in 1970 was as high as 16.9 percent for whites, 21.9 percent for Blacks, 12.1 percent for other races, and 23.6 percent for Spanish speaking persons. As cited earlier, unemployment in some census tracts was as high as 24.9 percent for all population groups, 42.9 percent for Blacks, 37.4 percent for Spanish-Americans, and 18.3 percent for other races.

COMPOSITION OF EMPLOYMENT  
San Francisco

	Employment of San Francisco Residents-1970	Total San Francisco Employment-1970
TOTAL	318,311	531,400
Professional, Technical	56,022	
Managerial	25,146	
Sales Workers	22,600	
Clerical	92,310	
Craftsmen, Foremen	27,056	
Operatives	23,236	
Transportation Equipment Operatives	9,231	NOT AVAILABLE
Laborers	11,459	
Farm Workers	954	
Service Workers	45,518	
Private Household	5,092	

The incomplete table above, as of 1970, tells the story of San Francisco's occupation information. More than 40 percent of the persons who work in San Francisco are commuters from out-

side the County - some 213,000 of them at the time of the 1970 census. And 19 percent of the San Franciscans above reported work outside the County.

The highest concentration, as noted above, of workers in San Francisco are in clerical jobs (29 percent), professional and technical work (17.6 percent), and service work other than private household (14.3 percent). Compared with the SMSA (Standard Metro Statistical Area) and the State figures, there is a significantly higher proportion of San Franciscans in clerical and service employment, and jobs categorized as "low pay--low status". Conversely, there is a lower proportion of San Franciscans employed in the blue collar categories. Jobs available in San Francisco are not the jobs most needed. White collar jobs continue to increase, but the decrease in the labor skills or qualifications is in the blue collar category. San Francisco has a large number of vocational and manpower training programs going to help bridge the gap between available jobs and available labor force.

Tourism is one of the main industries in San Francisco. In 1972 a total of 1.5 million visitors spent \$312.7 million in the city. Wholesale and retail trade has ranked high in employment and generation of spending, but both have been on the decline since 1959. However, these industries still provide 18 percent of the available jobs. Services, government, finance, insurance and real estate provided 67,300 jobs in 1972, or 12 percent of the total.

It is hoped that when BART begins full service, with stops in both the financial and shopping districts, and when the beautification of Market Street has been completed, an impetus will be given which will step up retail trade activities in the downtown area.

Construction, both public and private, has remained high compared to most large cities. Many new office buildings dot the skyline that were not in existence five years ago. The construction of the Bay Area Rapid Transit District (BART), now completed, has contributed to keeping the unemployment rate from going higher.

The prospect for employment for those with few skills will continue to be very limited; their numbers will be increased by large numbers of youths and women entering the labor market, many of the latter seeking part-time work.

Construction employment probably will be less active than at present. The projected national decline in housing starts and residential construction will have some impact here; commercial construction is expected to continue as at present.

In 1970 almost one of every five employed residents of San Francisco worked for government. Government jobs are not expected to increase during this period. Federal employment will be down as programs are transferred to local and state jurisdiction, and as directed federal cutbacks continue. State and local employment will be increased in some degree by the assumption of responsibility for former federal programs, but with a declining school population teaching jobs should decrease.

The closing of the San Francisco Naval Shipyard, and some of the Treasure Island Navy installations, impacted a wide range

of occupations and skills. The elimination of approximately 5,600 San Francisco jobs will more than offset the minor economic recovery from 1971 to 1972 which increased employment by only about 3,000 in San Francisco.

Retail trade employment will remain basically level with the effect of the improved economy, offset by continuing trends to suburban shopping areas. Little improvement in wholesale trade is anticipated.

The healthiest industry in this community up to this past summer has been the finance, insurance, and real estate group. The slow growth in service industries which was interrupted by the 1971 recession can only resume based on an improved economy. Transportation and public utilities employment will remain unchanged.

Financial Resources. Of the state's four major banks three have home offices in San Francisco: Bank of America, Wells Fargo, and Crocker. Their total assets are in excess of \$35 billion. The industry group known as "finance, insurance and real estate" provided 67,300 jobs in 1972, or 12 percent of the total, and through 1972 was our fastest-growing industry.

Transportation Facilities. San Francisco is adequately served by all forms of surface and air transportation. The City's major transportation problem is commuter traffic both into and within the city. The Bay Area Rapid Transit System, newly completed, is expected to alleviate this problem markedly. It is anticipated, however, that BART will aggravate the inflow of commuters from the suburbs, to the disadvantage of less-well-prepared local residents. Another partial answer to commuter traffic is the re-installation of ferry boat services to the North Bay area.

Attractions. For many years tourism has been one of San Francisco's major industries. In the decade from 1960-69 the number of tourist and convention visitors almost doubled. According to the San Francisco Visitors and Convention Bureau in 1972 a total of 1.5 million people visited the city and spent an estimated \$312.7 million.

An active Visitors and Convention Bureau provides potential visitors with information about the many attractions of the City. San Francisco is well known for its historical landmarks, scenic beauties and many cultural attractions.

Manufacturing. Manufacturing as an industry ranks sixth among groups of firms providing jobs in the city. Ahead of manufacturing, in order of employment, are services, government, trade, finance-insurance-real estate, and transportation-communication-utilities. During recent years, shortage of land for expansion, high operating costs and a fast growing suburban market have led many manufacturers away from San Francisco. Despite this overall industrial decline, several types of manufacturers remain in the City and appear likely to continue to do so. These are primarily food processors, apparel makers, printing and publishing firms.

Trade. Wholesale and retail trade has also been declining since 1959 from a high employment level of 101,200 to 91,600 in 1972. Part of the decline is a result of the closing of a number of major retail establishments in the downtown area. While downtown is generally fairly healthy, it is dependent upon middle

income families for the bulk of its business, and it is this group's movement to the suburbs that aggravated the problem.

#### Establishment of the Mayor's Office of Economic Development

The Mayor's Office of Economic Development, San Francisco, was established on October 30, 1972 by Board of Supervisors Resolution No. 680-72. Approval of the resolution was based upon successful application for funds from the Economic Development Administration, U.S. Department of Commerce. A request for funds was approved by EDA in March, 1973. By May 1, 1973, a staff of three had begun operation in rented space three blocks from City Hall. Prior to the receipt of the EDA grant, staff in the Mayor's Office started the preparation of an Overall Economic Development Program, working with the Manpower Planning Council which was established by the Board of Supervisors in 1972. The Council has 36 members including city officials, community representatives and representatives of special interest groups and organizations (membership list - Exhibit 1). A preliminary report was issued by the Council in June, 1973. In September, 1973, a revised OEDP was submitted to EDA (Exhibit 1). The report sets forth the city's major targets for Office of Economic Development activities. The progress on these targets is described in detail later in this report. The major activity has been, until recently, the reuse planning for the Hunters Point Naval Shipyard. In April, 1974, the Mayor's Office of Economic Development was awarded a grant by EDA to undertake an economic reuse study of the yard and to develop a marketing program with the dual objective of (1) maximizing jobs in the reuse of the yard, and (2) accomplishing the reuse as quickly as possible. A work program has been submitted to EDA and staff for the project is expected to be employed by July 15, 1974.

On February 1, 1974, the Mayor's Office of Economic Development moved into more appropriate office space closer to City Hall.

A second year funding request for the Office of Economic Development is awaiting approval by EDA. The major activities to be pursued in the second year of operation of the Office of Economic Development, San Francisco, are described in the following sections.

## II PROGRAM ADMINISTRATION

### Program Policy

Specific criteria have been established as guidelines in order for the Office of Economic Development program to have as great an impact as possible on San Francisco's economy. Six policy statements used as major guidelines in developing a work program are:

1. There should be maximum generation of blue collar jobs.
2. There should be encouragement of projects within the high unemployment areas of the city.
3. Projects planned within a particular neighborhood should be identified fully to residents and business groups, to concerned industrial and commercial interests, and to labor unions affected.
4. Developments should conform to city regulations and controls, such as zoning, height limitations, and redevelopment guidelines, or should merit possible variances or exemptions.
5. There should be encouragement of projects to improve commercial and industrial facilities in the OED program's target impact areas. They are Hunters Point, Chinatown, Mission, Western Addition, and South-of-Market neighborhoods.
6. There should be encouragement of projects compatible with the Overall Economic Development Plan of San Francisco, as approved and revised by the OEDP subcommittee of the Manpower Council.

### Staff Personnel

The staff of the Office of Economic Development has a wide and varied background in business, government, community services, industry, and administration, as described in the attached staff biographical sketches exhibit.

Not directly affiliated with the OED are numerous San Francisco city government personnel who have contributed, with the approval of their supervisors and department heads, a great deal of their time, efforts, and expertise to the first year of work on the OED program. They include technical and administrative staff from the City Planning Department, Redevelopment Agency, Controller's Office, Neighborhood Development Program (Model Cities), Hunters Point Naval Shipyard, San Francisco Port Commission, Office of Manpower, City Attorney's Office, Office of Community Development, Department of Public Works, Fiscal Section of the Mayor's Office, and other units of city government. Hundreds of unrecorded man-hours have been contributed by these agencies to make the OED program possible.

### Utilization of City Government Personnel

Key members of the staffs within the Mayor's Office have contributed substantial in-kind and unrecorded services to OED operations during the past twelve months. The city's Model Cities program has contributed both cash and in-kind services to the first

year's OED program and to allocations for the second-year program. Basic city departments linked with the development of industry and jobs in the city are now aware and knowledgeable about OED operations and are routinely consulted and advised when circumstances suggest such action. Their resources are also utilized, an example being the up-to-date and extensive record files of the Real Estate Department on all properties in San Francisco, with their appraisals and possession history.

#### Utilization of Private Sector Personnel

For the past year, the Office of Economic Development has worked closely with the Greater San Francisco Chamber of Commerce in coordinated efforts to stimulate economic growth throughout the city. This has been done principally in liaison with Mr. Lex Byers, Manager of the Chamber's Economic Development department, and with the cooperation of Mr. William Dauer, Executive Vice President of the Chamber. An example of this occurred in October, 1974, when OED Director Buell, Mr. Byers, and Mr. Monroe Sullivan, Executive Assistant to the Port Director, served as the principal sources of information and guidance for the prestigious Industrial Council of the Urban Land Institute. This came during a three-day study, review, and analysis of the scheduled Hunters Point Naval Shipyard closedown by a special panel of the Industrial Council meeting in San Francisco.

The Chamber of Commerce has made available to OED during the past year its facilities and meeting rooms in the city's financial district for meetings of the Mayor's Business and Industry Advisory Committee. Mr Byers has sat in on all these meetings at the invitation of the Office of Economic Development for the purpose of coordinating the efforts of the Chamber with OED programs.

Both the committee mentioned above and the Mayor's Special Task Force on Hunters Point Naval Shipyard have been in existence and functioning continuously since June, 1974. Their memberships demonstrate the cooperation and desire evoked from the private sector of the city in response to the expressed goals and plans of the Office of Economic Development.

The Mayor's Special Task Force on Hunters Point Shipyard was appointed to analyze the facts and alternatives for San Francisco's response in connection with the announced closing down of the yard cited earlier. It was requested to make recommendations to the Office of Economic Development and Mayor Joseph L. Alioto.

The Task Force held several meetings with staff members of the President's Inter-Agency Economic Adjustment Committee and EDA officials from Washington, D.C. to gather information and exchange opinions.

The Task Force has also carried on, through individual members, contacts and informational liaison with the Navy, the Department of Defense, and the Maritime Administration regarding the potential reuse of the shipyard. Consisting of experts and leaders in maritime labor, shipbuilding, port operations, and the oil industry, as well as representatives of business, education, and the Hunters Point Community, the Task Force has played an invaluable role in bringing about the current reality of the

shipyard becoming available for use by private maritime industry. The Task Force members are listed in the Appendices.

During the past year, the Office of Economic Development has also exchanged information, counsel, and materials with officials and staff members of the Association of Bay Area Governments (ABAG), Downtown Merchants Association, Waterfront Development Committee, Bay Conservation and Development Commission (BCDC), and various labor unions and councils.

The Mayor's Business and Industry Advisory Committee has served as the principal counseling group of the private sector for OED. With a membership that includes some of the outstanding business leaders and executives in San Francisco, it has served as an expert and dependable forum and evaluation judge for not only the program of OED, but also for the action plans to move the program forward. Beyond the invaluable contributions of their own time and opinions, members have been extremely cooperative in providing key staff people from their private firms to assist OED on assignments demanding special expertise and technical knowledge. They have also been most helpful in making resources from their firms available to OED.

#### Coordination With Other Development Programs

**The Greater San Francisco Chamber of Commerce:** The Greater San Francisco Chamber of Commerce has undertaken recent Economic Development activities in two areas.

1. An executive headquarters program to bring in new regional and headquarters offices; these are not relocated from other areas, but are generally newly established and supplemental services creating new employment.
2. A program to identify unused, but usable, properties in the industrial areas of the city and help return them to productivity by determining costs of rehabilitation and potential uses.

**The Redevelopment Agency:** Major portions of areas surrounding the shipyard are designated as redevelopment areas. The Redevelopment Agency has developed two projects in areas immediately adjacent to the base.

1. Urban Renewal and Housing. \$29,300,000 in U.S. funds have already been spent in acquiring and developing the new Hunters Point Redevelopment Project site. Another \$18,600,000 are needed to complete the site development. In addition, \$7.5 million in federal mortgage funds have been spent for new housing construction and another \$26.2 million are needed to complete the housing planned in the project area (see Map 2).
2. Industrial Park. \$31,400,000 have been spent to develop an industrial park in the India Basin area. India Basin is composed of 73 acres of prime industrial land 10 minutes from San Francisco International

Airport. It is located within a designated truck zone. India Basin has main line transcontinental service by three major railroads with switching by the Santa Fe and the Southern Pacific. And it is immediately adjacent to Port of San Francisco Pier 90 and the LASH Terminal for container handling (see Map 2).

Coordination with the Redevelopment Agency has been essential to the economic development efforts in the Hunters Point Naval Shipyard area and will continue to be so.

**Port Authority:** The Port Commission's interest in the area arises from its development plans along the San Francisco waterfront, especially Pier 94 adjacent to the shipyard and Islais Creek. The Commission has also indicated interest in some areas within the shipyard.

**Department of City Planning:** It is currently supervising a land use study of the Hunters Point Naval Shipyard. Furthermore, the Department of City Planning has conducted several studies and surveys, in particular the "South Bayshore Study", during the past seven years. This report will be of great value to the Hunters Point Shipyard development plan.

**The Manpower Planning Council:** The Manpower Planning Council is supervising a detailed manpower analysis of the remaining San Francisco Hunters Point Naval Shipyard civilian work force unable or unwilling to transfer to other federal installations. Based on this analysis, training classes will be developed and on-the-job commitments sought from potential employers in the shipyard. The Department of Labor has committed up to \$500,000 toward the development of such training programs.

### III TECHNICAL ASSISTANCE PROJECTS

#### Hunters Point Naval Shipyard Program



On April 17, 1973, one month prior to the opening of OED, the Navy announced major cutbacks in its shoreline military installations. On its list of shipyards to be shut down for economy reasons was San Francisco's largest single industrial employer, Hunters Point Naval Shipyard (Map 3 and photograph above).

The announced schedule for closing down the yard and phasing out some 5,600 workers from the city's economy, supplemented by the accompanying loss of the yard's \$80 million payroll and \$20 million in materials and service contracts, was a crisis situation that had to be confronted immediately.

The new OED staff quickly began to seek ways to counter the effects of the yard closure.

Two grant requests were initiated, one for a preliminary land reuse study and the second for a marketing program for the yard and its facilities. The first study was funded with a 701 grant from the Department of Housing and Urban Development. The final draft of the study will be released in July, 1974. The second grant request, to EDA, has been approved and work was begun in June. The major effort in the study will be to develop and implement a marketing program for the core area of the yard. It will be necessary to conduct a feasibility analysis of reusing the industrial facilities in the yard and to identify the potential users for the

yard. The study will be completed in approximately 11 months.

The major objective pursued by OED on behalf of the city was, and is, to regain the jobs lost as a result of the yard's closing and to do this as quickly as possible. Pursuit of this objective prompted the Mayor and the OED staff to seek agreements with the Navy and the Department of Defense to carry out the closure and reuse to the maximum advantage of all concerned. Accordingly, the Navy and the Department of Defense agreed to implement the Mayor's proposal that the Navy retain ownership of the yard but lease out portions of it to private users. This agreement, which has progressed to the point where the first leases are scheduled to commence in September, 1974, has accelerated the reuse of the yard and, consequently, the generation of new jobs, by at least two years, and perhaps three.

Meanwhile, discussions by OED with the city's Chief Administrative Officer triggered a series of meetings by OED and the City Deputy for Development with top officials of the city's engineering, real estate, water, streets, fire and other involved departments, and with Navy public works officers and supervisors, concerning reuse of the shipyard facilities. As a result, a close liaison has been established, with a resulting itemization of the fields of responsibility for maintenance and upkeep of utilities that will require assignment before the leasing of shipyard facilities to private operators can be finalized.

#### Neighborhood Economic Development Program (NEED)

##### Mission District Economic Development and Projects

The Mission District is one of the oldest and most diverse neighborhoods in San Francisco. Since the 17th century, the Mission has been one of the pivotal points of growth and development in San Francisco. From early missionary settlements to later farming operations, the Mission played a role as one of the most important trading posts for inland missions. With the discovery of gold and the subsequent growth of San Francisco's population, the Mission became the natural area for city growth. By 1900 the population of the Mission was close to 36,000. After the earthquake and fire of 1906, relief camps were established in Dolores Park and other areas of the neighborhood. Mission Street became the commercial center of San Francisco, replacing for a few years the downtown area which had been completely destroyed by fire. New stores, restaurants, commercial building construction, industrial plants, and warehouses sprang up throughout the neighborhood.

In the decades that followed the San Francisco earthquake, the Mission continued its growth, becoming an industrial and commercial area of great activity. It also was a residential district populated by Italian, Irish, German, Scandinavian and other European immigrants. Since the 1920's a slow and continual flow of Mexican and Latin American immigrants arrived to settle in the district. This migration process has increased dramatically during the last three decades. Today, Spanish-speaking and surnamed people account for nearly 50 percent of the population of the district. Filipinos, Blacks, and Samoans also constitute sizable ethnic groups within the Mission today.

With the end of the Second World War and the development of freeways, new subdivisions, and the flight to suburbia of middle-class and professional households, the economic and social stability of the neighborhood was threatened. During the sixties, this situation worsened as local industries and warehouses began a slow migration to the new industrial areas in the Peninsula and the East Bay. The number of blue collar jobs in the area declined considerably and the growth of the commercial districts came to a standstill.

Since the sixties, through federal subsidy programs such as Model Cities, EOC, and Mass Transit, some of the conditions have improved. Empty commercial storefronts became active again. Warehouses were rehabilitated for different service: educational and commercial activities (Far West Lab, the Show Place, the Synanon complex, Project Artaud, etc.). Several economic development organizations such as Latino Local Development, Arriba Juntos, the Mission Merchants Association, the Association of Latin American Businessmen and the Mission Contractors Association began to provide technical assistance to local firms, developed a variety of funding and loan packaging strategies, and engaged in different projects to improve the neighborhood commercial and physical conditions.

Through the Mission Housing Development Corporation, funded by HUD, a considerable number of flats and family housing units were improved or renovated. New housing plans were developed, and with the city's cooperation, municipal services were improved. More recently, in addition to the Greater San Francisco Chamber of Commerce, some private firms, including Crocker Citizens Bank, Bank of America, Levi Strauss, Foremost Dairy, and Los Portales Medical Building have developed various programs in cooperation with local community organizations. They include special loan packaging programs, renovation of plants or facilities, grants to local artists for neighborhood beautification and cultural revitalization, and special subsidized loan rates and home purchasing programs. The Small Business Administration has also provided a considerable amount of cash loans to local merchants for improvements and expansion.

With the creation of the Mayor's Office of Economic Development and the designation of San Francisco as a Title I Economic Development Area, a new supportive role was developed within city government for these local and federal economic development efforts. Several economic development programs of interest to Mission organizations were identified and included in the Overall Economic Development Program for San Francisco. Staff was assigned in the Mayor's Office of Economic Development to assist in the planning and development of these projects. The role of OED has been to act primarily as a facilitator for the Mission community in identifying federal, state, local and private sources of funding and programs. OED has also contributed to the formation of an economic development strategy for the neighborhood.

#### 24th Street Renovation Project

- Agencies Involved: OBECA/Arriba Juntos, Mission Planning Council, Association of Latin American Businessmen

- Problem Description: The 24th Street commercial area is the heart of the Inner Mission community, or the "Barrio". With a definite Latin flavor, 24th Street is the preferred location for a wide variety of Latin American, Puerto Rican, and Mexican small businesses. Mexican staples and produce stores, small real estate offices, storefront community services, Latino art galleries, gift and import stores, and a variety of ethnic restaurants create a unique environment not to be found anywhere else in San Francisco. The 24th Street target area runs from the BART rapid transit station on Mission Street east to Potrero Avenue, near San Francisco General Hospital, the main public health facility south of Market Street.

In recent years, due to the opening of BART, there has been great concern among merchants and residents about the future of the neighborhood. Fears of land speculation, displacement of small businesses, and the ultimate obliteration of the character of the commercial strip moved the local merchants and community organizations to hold a workshop to discuss specific proposals for the physical renovation and local economic development of this area.

- OED Involvement: OED assisted the Mission Planning Council with research, planning, and coordination for a workshop held January 12, 1974, at St. Peter's Hall. Over 200 local merchants and residents participated. City personnel from the Mayor's Office, the departments of City Planning, Public Works, and Parks and Recreation provided specific information on regulations, guidelines, and services available through the city. Private and federal lending institutions provided informational materials on loans and financial assistance available to small businesses.

Assistance was provided by OED to the Mission Planning Council and the Mission Arts Council for the development of a proposal to the National Endowment for the Arts/City Options Program for an architectural design and murals program on 24th Street.

OED contributed to several sections of a brochure entitled "Focus on 24th Street", containing information on zoning, housing conditions, financial assistance programs, and a directory of the merchants and community groups on 24th Street.

OED assisted the OBECA/Arriba Juntos community organization with the 24th Street Renovation Project included in the City's Overall Economic Development Program. On March 13, 1974, the OEDP subcommittee of the San Francisco Manpower Council designated this project as having one of the top priority ratings for potential EDA funding.

OED is currently assisting OBECA/Arriba Juntos with the development of a funding package combining private, local, governmental, and federal programs. A Public Works Grant Proposal is under consideration at the local level and some

preliminary discussions have been held with the EDA representative in the Bay Area, Mr. Hugh Taylor.

#### Joint OED - Greater San Francisco Chamber of Commerce Mission Data

##### Base Study

- Agency Involved: Greater San Francisco Chamber of Commerce
- Problem Description: Lack of an informational and promotional brochure especially tailored to attract new businesses and industries to the Mission District.
- OED Involvement: OED and Chamber of Commerce staff are currently working on the development of a brochure containing basic information on economic conditions, sites available in the retail and industrial areas, demographic and transportation patterns, local manpower and community resources, and types of financial assistance available. This material will be published (500 copies) and distributed to potential investors and local merchants, as well as to industrial real estate firms and governmental agencies. Publication is expected by August, 1974, and will be financed by the Chamber of Commerce and the City of San Francisco.

#### Association of Latin American Businessmen

- Agency Involved: Association of Latin American Businessmen (ALAB)
- Problem Description: ALAB is an association of minority small businessmen which provides technical assistance and counsel to its predominantly Latin American membership. It is currently developing a district-wide business improvement program. It is also one of the prime sponsors for the Mexican Trade and Cultural Center and the 24th Street Renovation Project.
- OED Involvement: OED has assisted ALAB in identifying funding sources for its different projects. Assistance has also been provided in the development of a proposal to the Office of Minority Business Enterprise for a district-wide program of aid to small Latin American and minority businesses. This proposal is expected to be submitted no later than July 30, 1974.

#### Mission Comprehensive Plan

- Agency Involved: Mission Housing Development Corporation
- Problem Description: Between 1969 and 1972, several major Mission District organizations attempted to build 130 units of subsidized low and moderate-income family housing on an abandoned brewery site in the Inner Mission. HUD denied an application for Section 236 subsidized housing on the site, citing lack of a comprehensive development plan for the Mission District. In September, 1972, the MHDC hired a planner

and contracted with two consultants, Burger and Coplans and Hal Dunleavy and Associates, to produce a plan for the overall improvement of the entire Mission Model Neighborhood area.

OED Involvement: OED, in conjunction with Stanford Research Institute and the Mission Model Cities office, prepared the Economic Development chapter of the Mission Comprehensive Plan. This chapter contains a detailed background of the industrial and commercial areas of the Mission District and proposes certain guidelines and objectives to be achieved by any economic development efforts in the area. The Mission Comprehensive Plan has been discussed and approved by a large number of community organizations and is currently being printed. It was available for distribution about July 1, 1974.

#### Latino Local Development Company

- Agency Involved: Latino Local Development Company
- Problem Description: This is a nonprofit, semi-publicly funded organization dedicated to the economic development of the Mission District in particular, and San Francisco in general. It provides management assistance and SBA loan packaging services to small businesses. More recently, LLDC has been involved in the development of a Cable TV company and in a research project for economic development planning both in San Francisco and the Bay Area.
- OED Involvement: OED has met periodically with LLDC executives to discuss and assist the coordination and development of economic development ventures in the Mission District. OED has also helped LLDC in its search for funding of a proposal for applied research on "An Alternative Futures Approach to Economic Development Planning in San Francisco", prepared jointly by LLDC and Patterns and Systems International consultants.

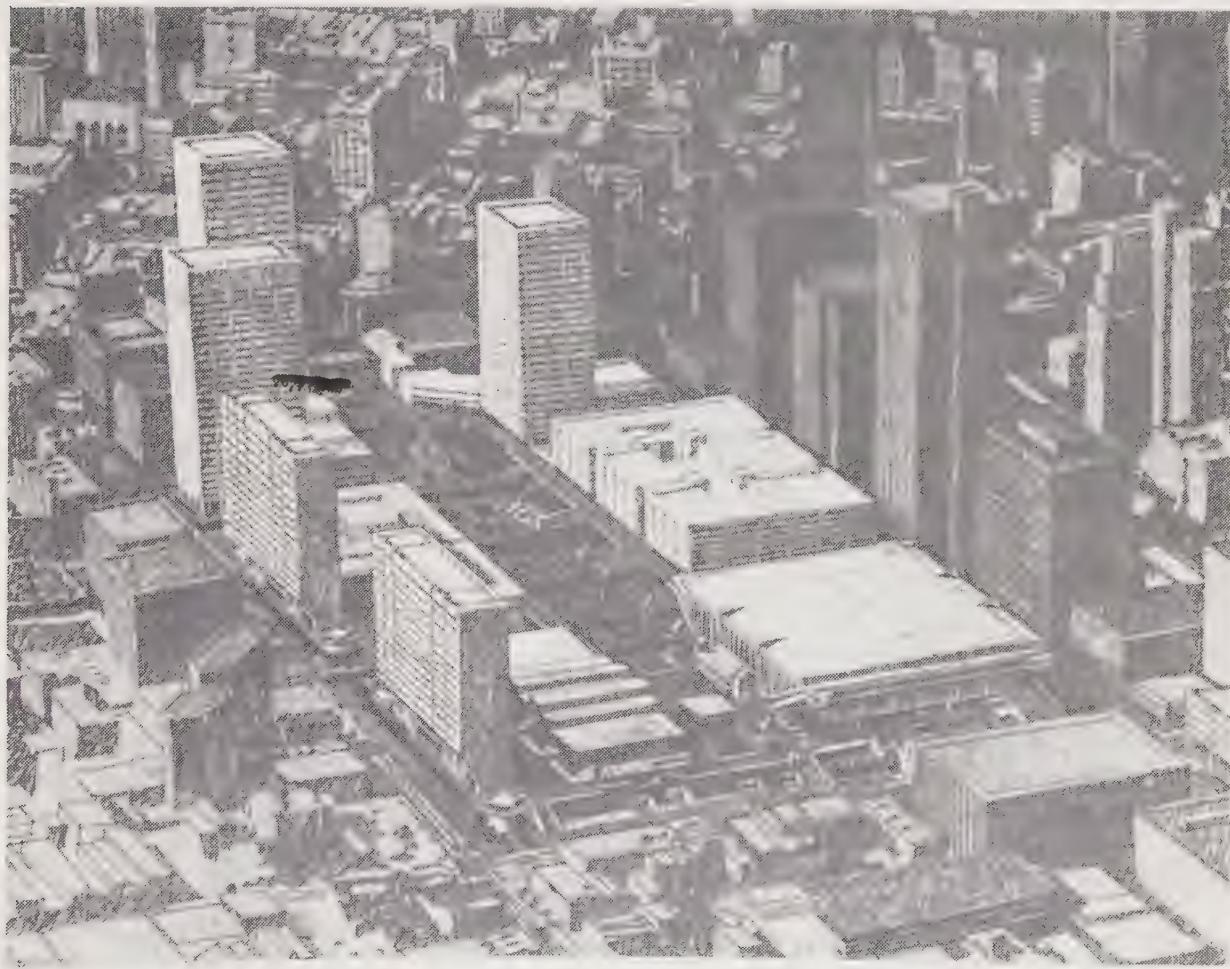
#### Mexican Trade and Cultural Center

- Agency Involved: Instituto Cultural Mejicano (Mexican Cultural Institute)
- Problem Description: The Mexican-American community of Northern California has attempted for several years to develop a Mexican Trade and Cultural Center to promote cultural and commercial exchanges between Mexico and the United States in general, and the Bay Area in particular. At the present time, California lacks a major facility of this kind, although trade and tourism between Mexico and the United States has increased dramatically in the last five years.

The Instituto Cultural Mejicano was founded in San Francisco in September, 1963, by a group of community-spirited leaders

of Mexican descent. The Institute was incorporated in the State of California as a nonprofit organization. The purpose of the Institute is to promote mutual understanding between persons of Mexican descent and members of the community at large. The Institute has been in a position to serve as an official liaison agency with Mexico, bringing to the San Francisco Bay Area community a variety of outstanding events.

- OED Involvement: OED has assisted the Instituto Cultural Mejicano with selection of a development site for the Mexican Trade and Cultural Center. Through OED, the Redevelopment Agency was contacted and meetings were held which resulted in selection of a site within the Yerba Buena Center project area in downtown San Francisco. OED has also assisted the Instituto with different aspects of planning and proposal development, suggesting alternative development and financing approaches.



YERBA BUENA CENTER

#### One-Stop Industry Services (OSIS)

- Agency Involved: Mayor's Office of Economic Development
- Problem Description: During OED's first year of operation,

the need for the coordination and codification of a wealth of information, guidelines, requirements, and regulations concerning commercial and industrial development in San Francisco became evident. Currently, the city provides this information through different agencies. A particular firm often has to contact each of them individually to obtain fragmentary information on city ordinances and regulations affecting their particular project.

OED also learned the urgent need for creation within city government of a unit that could act as a starting point for industrial firms to contact local, regional, state and federal agencies expeditiously.

- OED Involvement: All city, regional, state, and local agencies involved in industrial and commercial development have been contacted and copies of their present guidelines have been obtained.

OED staff is currently working on a "Developers Handbook" containing

1. Profiles of state, local, regional and federal agencies overseeing private development, their functions and jurisdictions, governing bodies, types of permits and how and where to apply for them, and fees and documentation required.
2. Maps of San Francisco detailing height limits, zoning, transportation patterns and services, jurisdictions on development, places of tourist attractions, and points of information on economic and business conditions in San Francisco.

#### Concentrated Industries Development Program (CID)

- Agency Involved: Mayor's Office of Economic Development
- Problem Description: Over the past ten years, San Francisco has experienced a continuous exodus of industries to the new industrial parks in the suburbs. Consequently, the industrial areas South-of-Market and in the Mission District have deteriorated, resulting in a higher unemployment rate, dilapidated buildings, and empty warehouses and plants.

More recently, the energy crisis and new interest by certain industries in relocation in the inner city have led to some favorable developments in those areas. The Greater San Francisco Chamber of Commerce conducted an EDA-funded inventory of industrial buildings for which renovation appeared to be feasible. Several properties in the Mission District and in the Embarcadero area have already been renovated for a variety of industrial, educational, and commercial uses.

- OED Involvement: OED has monitored all potential industrial

developments in San Francisco. Two main areas for a Concentrated Industries Development Program have been identified. They are the northeast corner of the Mission Model Cities area, roughly bounded by Potrero Avenue, 16th Street, Folsom Street and 23rd Street, and the southeastern section of the city, beginning at China Basin and Channel Street. Both areas have a considerable number of parcels of land available, as well as abandoned, but sound, industrial buildings. Linked to our promotion program and the One-Stop Industry Services program, the Concentrated Industries Development Program attempts to create industrial clusters or condominiums within some already identified industrial areas. Two specific fields have been selected as primary targets for this program. They are the film and media and the service industries.

OED staff has conducted a preliminary survey of available industrial buildings and researched the growth potential of media and service industries. The OED Director is chairman of a new committee for the promotion and marketing of the India Basin Industrial Park, a project of the San Francisco Redevelopment Agency.

#### Promotion and Marketing Program

- Agency Involved: Mayor's Office of Economic Development
- Problem Description: San Francisco, through the Chamber of Commerce and the Visitors and Convention Bureau, distributes a wealth of promotional materials to attract tourism and convention business, as well as highlight the attractions of the city as a location for executive headquarters offices. Conversely, very little promotion effort has been devoted to the industrial and commercial areas in the less affluent neighborhoods of the city.
- OED Involvement: OED staff is working with a Mission District communications firm to develop a unique brochure on the attractions of San Francisco for both the business interests and the personnel of industrial firms. Tailored prospectuses may also be prepared for specific types of companies. OED is now seeking money from the city's publicity and advertising fund to pay for the development and printing costs of the brochure.

#### Port of San Francisco Development

The San Francisco Port Commission is currently undertaking two major development programs. One is commercial and maritime development adjacent to the historic San Francisco Ferry Building. The other is commercial development of Pier 45, adjacent to San Francisco's Fisherman's Wharf. Additionally, the Port has expressed interest in portions of the Hunters Point Naval Shipyard.

The Mayor's Office of Economic Development is working closely with Port officials to encourage these development programs and to resolve any issues involving the Hunters Point Naval Shipyard.

During the second year funding of OED, the overall program anticipates the development proposals for both technical assistance and public works to further enhance the most desirable property of San Francisco's waterfront.

#### Eastshore Park

During the past five years a great deal of attention has been given to the southeast section of the city by both government and private developers and investors. Most of the land zoned for and devoted to industrial uses is in this sector of the city. Immediately to the south of the downtown financial district is the new Yerba Buena Project, which will include new hotels, office buildings, and a major convention center. The investment in public and private funds will exceed \$350,000,000.

To the south of this area are the city's rail oriented businesses and industries. With the changing emphasis on air freight and ship containerization, a vast area from the rail terminals south to Islais Creek is ripe for new development and redevelopment. In September, 1973, Dorothy von Beroldingen, a member of the San Francisco Board of Supervisors, proposed a plan to develop this area into new residential and industrial uses. An estimated 22,000 jobs would be created as a result of the development which would be backed by \$900 million in municipal revenue bonds. The San Francisco Board of Supervisors indicated official interest in the project, called Eastshore Park, by passing a resolution on May 28, 1974 which requests that further studies and proposals be prepared and brought to the Board. OED has no formal role in the project at the present time, but a significant one is expected if the planning for the project continues.

#### IV EVALUATION OF OVERALL PROGRAM EFFORT

The proposal to establish an Office of Economic Development in the San Francisco's Mayor's Office came from a determination of the Mayor to take some immediate steps to combat an unfavorable trend in the employment rate in San Francisco. This trend was highlighted in August, 1972, when the city was designated as a Title I Economic Development Area due to its unemployment rate rising above six percent. This was almost two percent above the national average. In some heavily minority residential areas of the city, the unemployment rate reached as high as 24.9 percent. The urgency for some remedial measures to be sought and put into execution was obvious.

The application to the Economic Development Administration for establishment of an Office of Economic Development resulted. Following approval of the application, but two weeks before the office was activated, the unemployment factor in San Francisco was further aggravated by the announced deactivation of the Hunters Point Naval Shipyard, the city's largest single industrial employer with a work force of some 5,600 civilians.

Since the May 1 activation of the OED in San Francisco, all activity and programming has been directed toward the central goal of alleviating the high unemployment rate in the city. The seemingly inevitable added burden of losing another 5,600 jobs, 2,600 of them filled by residents of the city and 1,400 by ethnic minority workers, clearly could not be accepted passively. There was a sound basis and good arguments for a firm position by the city that the planned mothballing of the yard was not justified and not in the best interests of national defense.

The leadership and generating of recommended strategy and action to reverse, or at least modify, the shutdown action, was assigned to OED by Mayor Alioto. This role was both endorsed and supported by the Economic Development Administration office in Washington, D.C., and the EDA Regional Office in Seattle. A close and effective liaison was established with the Office of Economic Adjustment of the Department of Defense which played a key role in the following nine months of concentrated staff work. Last January 25 the Navy announced that it was withdrawing its report recommending mothballing of the yard and would permit leasing the property to private shipbuilding and ship repair firms. It credited the recommendations of Mayor Alioto for the Navy's change of position.

As this report is being prepared, a major marketing and reuse study, approved and funded by EDA, for the Hunters Point Naval Shipyard is getting under way. The target is restoration of at least the 5,600 jobs lost since last April, and the possible addition of another 4,400 jobs in ancillary maritime-related industries in the yard's acreage. The Navy is currently planning for lease of the entire yard by April, 1975.

Already under discussion and in preliminary negotiation are leases with two labor-intensive users. These negotiations have been carried on until now entirely by the Mayor's Office of Economic Development. The interested potential users are:

1. The John A. Martinolich Shipbuilding Corporation,

Tacoma, Washington. Small boat construction and repair. 1,000 jobs predicted. The firm would like to begin operations next September 1.

2. Triple A Machine Shop, Inc. Major ship repair. 2,500 potential jobs.

Although its staff time and planned first-year program were sapped substantially by the unforeseen shipyard crisis and assumption of responsibility for alleviating it, the OED managed to proceed aggressively to build the foundation for a solid city-wide economic development program, and to carry out some meaningful actions to implement it.

Described briefly below are some of the accomplishments of the Mayor's Office of Economic Development during the past 13 months:

1. The OED has been firmly established in San Francisco as a vibrant and action-oriented part of city government. Its leadership in the successful campaign to modify the seemingly inflexible decision of the Navy and Department of Defense to immobilize and freeze indefinitely the core shipbuilding facilities at the Hunters Point Naval Shipyard has been especially recognized by top echelons and leaders in government, business, labor, and the neighborhood communities of the city and the Bay Area.

2. The OED has opened channels of communication and exchange of information with the key agencies of federal, state, regional, and city government.

3. Leading executives and blue-ribbon firms in San Francisco's financial, commercial, and industrial sectors of its economy have been recruited successfully to serve as members of advisory bodies for discussion and review of the OED work program.

4. The city's two Model Cities areas, approved as such in 1967 because of the urgent need for economic as well as physical and social aid, have appropriately received the greatest attention for OED. One is the Hunters Point area, harshly affected by the shipyard shutdown. The other is the Mission district. As noted in the Technical Assistance Project section above, it has received substantial time and technical assistance from the OED staff. The former Director of the Mission Model Cities organization, an OED staff member, has been especially helpful to the many Mission groups asking for guidance and orientation in planned projects.

5. A close-knit relationship and coordinated work program has been established by OED with the San Francisco Redevelopment Agency for the marketing of the India Basin Industrial Park. Improvement and filling of this 77-acre parcel of bayfront land, a redevelopment project, is about completed. The main objective of the OED program, attraction of labor-intensive industrial plants, is also that of the industrial park which lies only a short distance from the Hunters Point Naval Base. In May, 1974, the Redevelopment Agency Commission announced the appointment of OED Director Mark W. Buell as chairman of a Development Advisory Committee to attract developers. Marketing of the industrial park land and the Navy base acreage are expected to complement each other under the direction of OED.

6. Finally, a harmonious and mutually understood relationship has been established with the city's Manpower Planning Council so that all programs involving the training or retraining of workers are presented for endorsement by the Council which supervises the application for, and allocation of, Department of Labor funds for manpower training. The Council also oversees the OEDP (Overall Economic Development Program) Committee which must review and approve all economic development projects proposed by the Office of Economic Development. Members of the OEDP Committee are listed in the Appendices. Staff work for the Committee is carried out under Director Eunice Elton. Ms. Elton, at the request of Deputy for Development John F. Tolan, prepared the 1971 request for the EDA grant to fund the Office of Economic Development.

## V. SECOND-YEAR PROGRAM PROJECTION

Due to approval of funding for a reuse study of the Hunters Point Naval Shipyard, with a specialized added staff, the regular OED staff will now be able to devote adequate time to write economic development programs on a city-wide basis in pursuing the main objective of reducing the unemployment rate through the creation of job opportunities.

Much of this redirection of staff time is being aimed at three areas of the city. One is the Mission District, one of the two Model Cities areas in San Francisco (the other is Bayview-Hunters Point neighborhood within which the shipyard is located). A second area is the large portion of the south-eastern area of the city which is now characterized by industrial blight, with dilapidated housing pockets. The third area is the waterfront, both south and north of the Ferry Building at the foot of the city's main commercial and traffic artery, Market Street, with rotting and neglected piers.

Groundwork has also been completed and is now being implemented, for OED staff work on both city governmental and private enterprise projects on the waterfront and in the downtown Yerba Buena Center redevelopment project area. In addition, several general citywide projects, keyed to economic development, but not to any specific neighborhood or section of the city, are also included in the OED second-year program.

A list of projects planned within the second-year program would include:

### Mission District

24th Street Renovation Project  
Joint OED-Chamber of Commerce Mission Data Base Study  
Association of Latin American Businessmen Project  
Latino Local Development Project

### Southeastern San Francisco Area

Eastshore Park Development Plan

### Yerba Buena Center

Mexican Trade and Cultural Center

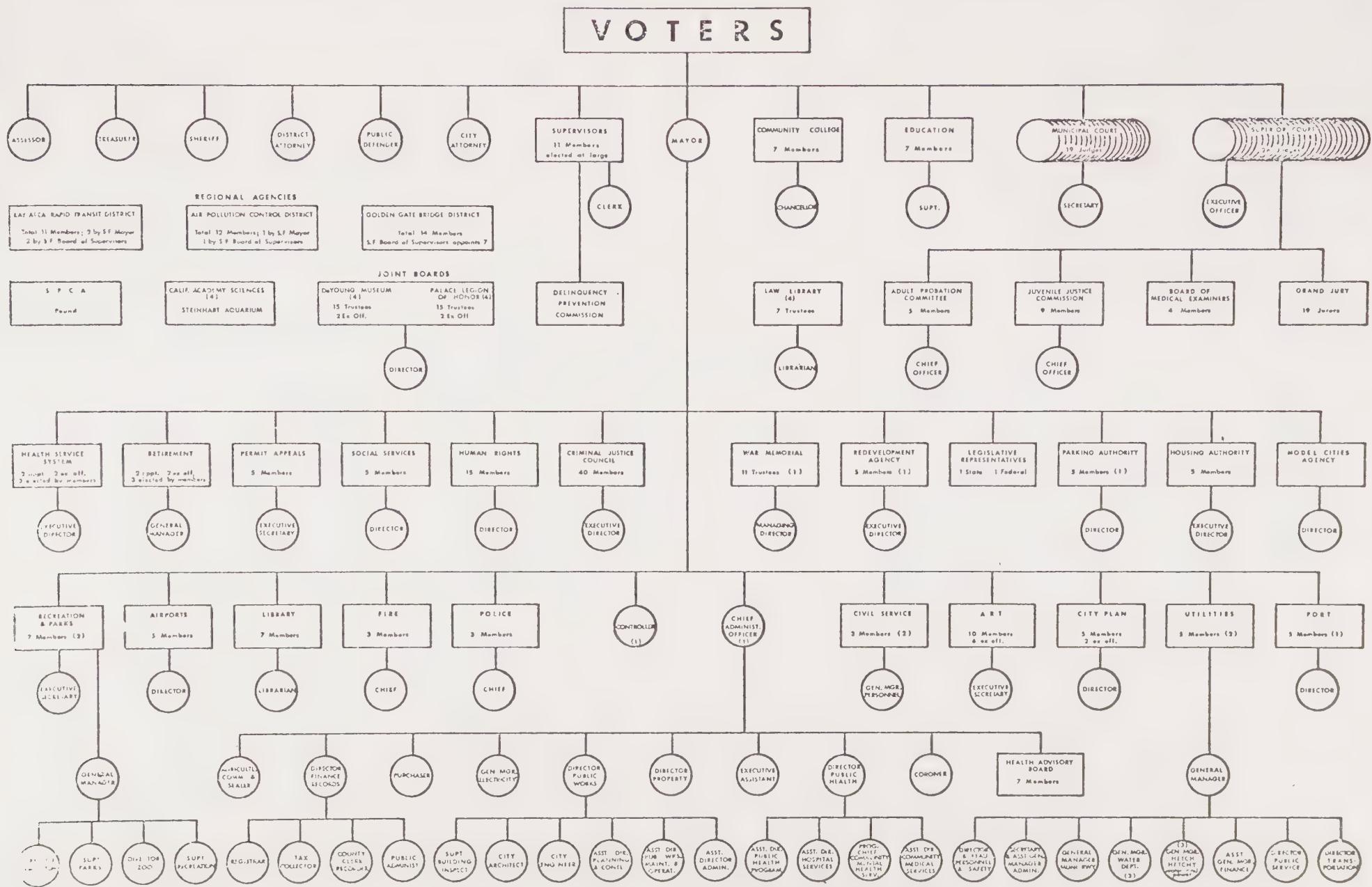
### General Citywide

Promotion and Marketing Program  
One-Stop Industries Services  
Concentrated Industries Development Program

Descriptions of all of these projects are included in this First-Year Final Report.

## Exhibit 1 Structure of San Francisco City and County Government

SAN FRANCISCO CONSOLIDATED CITY AND COUNTY GOVERNMENT



Now cited by Mayor - confirmed by Supervisor.

Approved by Mayor - confirmed by  
the prescribed term of years.

to be presented to you.  
By a vote of the citizens providing for merger of Water Department  
and Sewer Hatchery approved by voters, November 1962.

ball - per - pen - ve - en - ce -

—

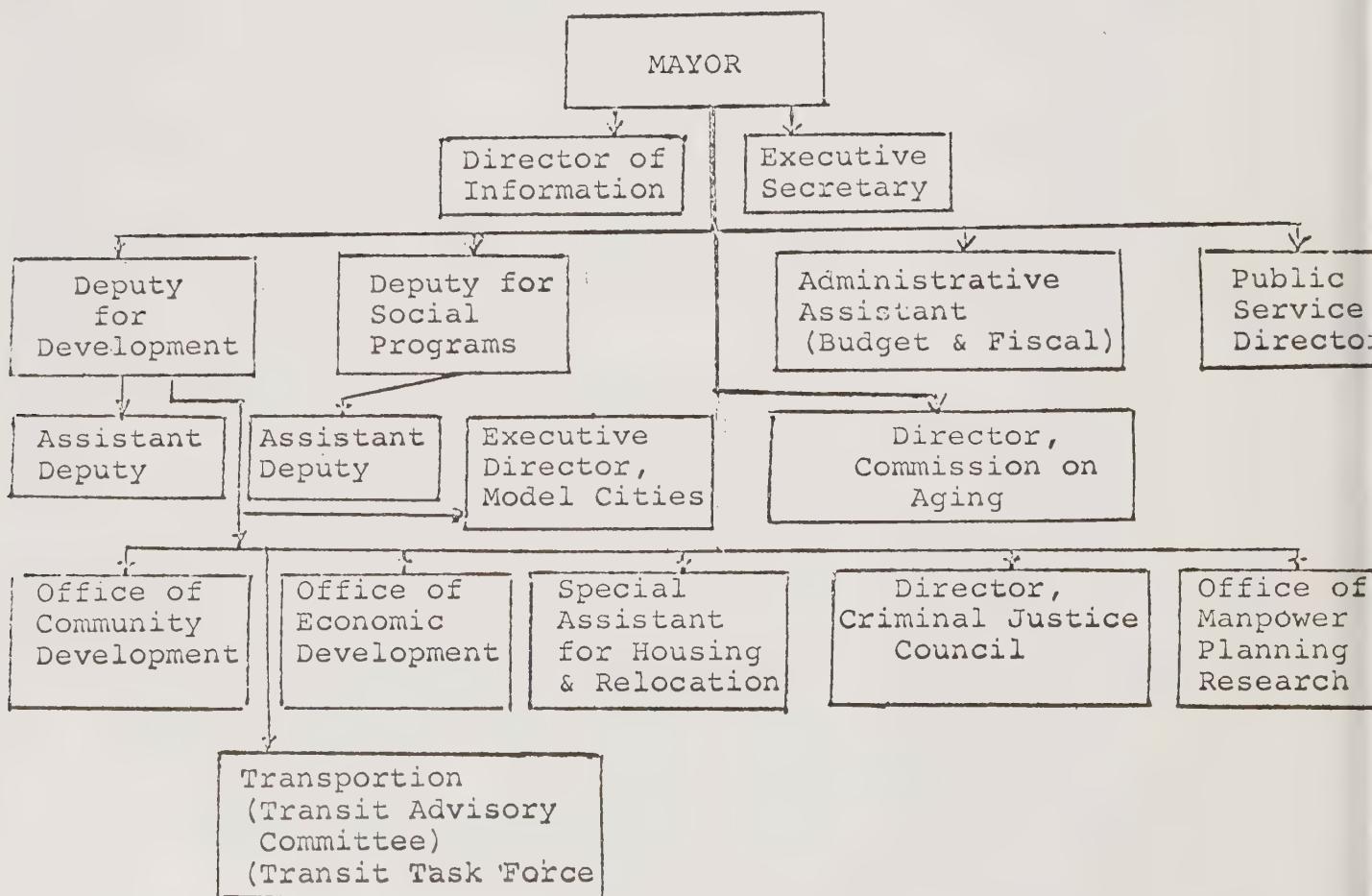
THE BOSTONIAN

OFFICE OF THE MAYOR STRUCTURE

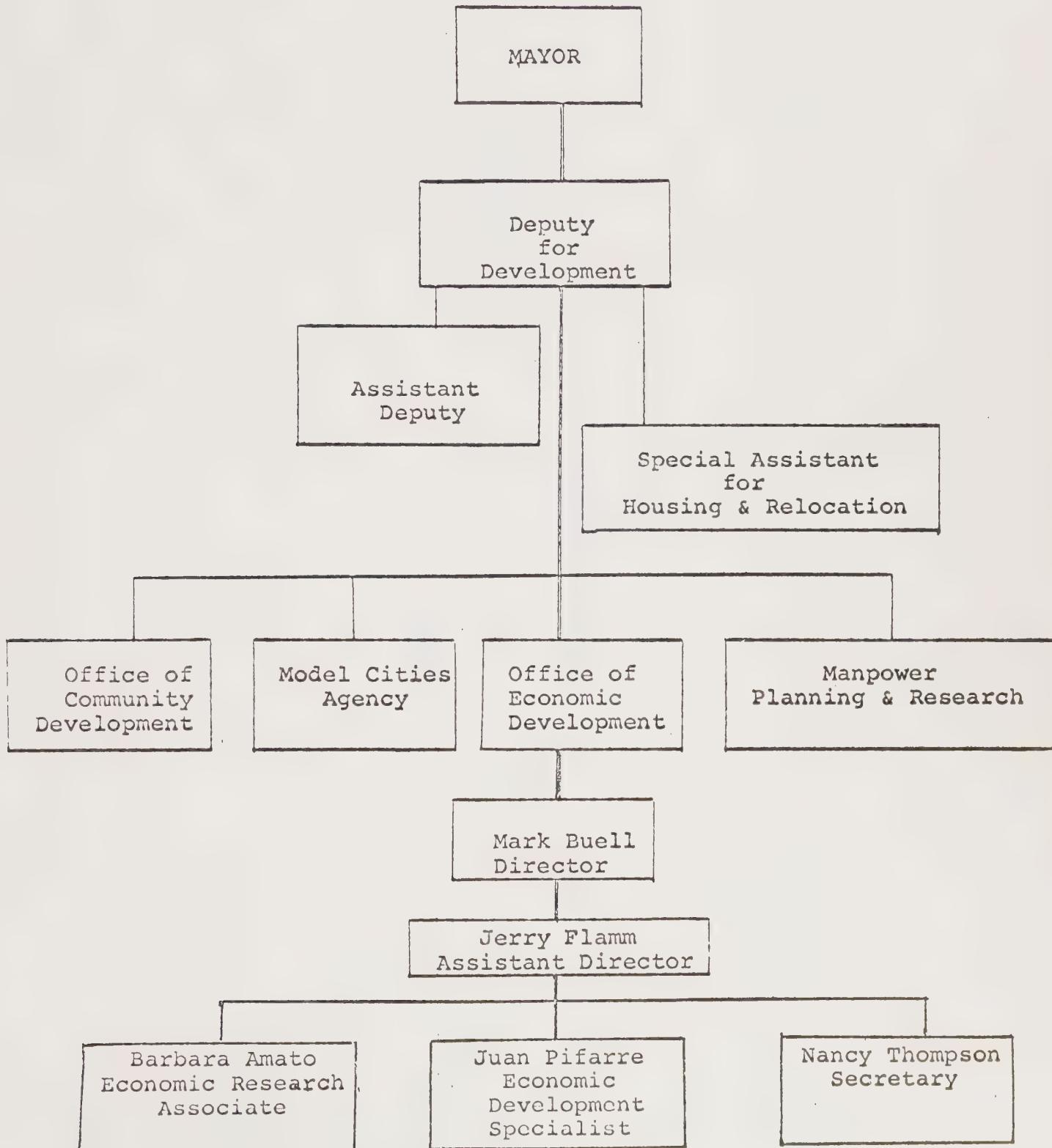
The City and County of San Francisco is a Charter City, formed in 1856 under authorization of the legislature of the State of California, as a single political entity. Policy is set by members of the Board of Supervisors. While more than fifty departments, boards and activities of city government are under the administration jurisdiction of the Chief Administrative Officer, others are not. A copy of an official chart (San Francisco Consolidated City and County Government) follows and makes it clear that operation of the city is a complex process not subject to easy modification or administration.

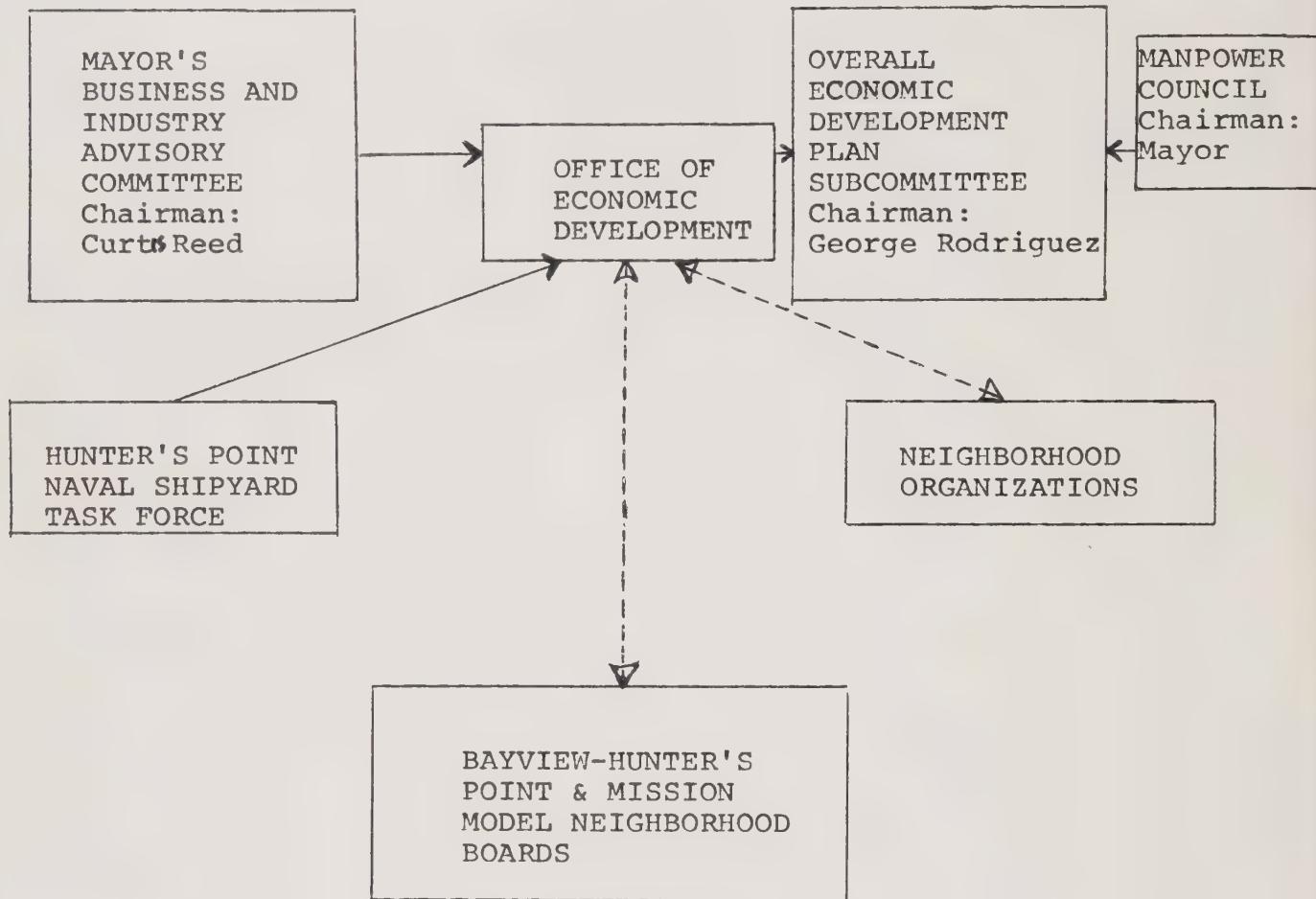
The Office of Economic Development is located within the Office of the Mayor and draws its strength from his leadership and authority.

The general organization chart below indentifies the internal relationships within the Mayor's Office and the following three charts those involving the Office of Economic Development with: 1) the other sections of the Mayor's Office dealing with development, training, and planning; 2) advisory and citizen participation groups; and 3) city, state, regional, and federal agencies.



OFFICE OF ECONOMIC DEVELOPMENT ORGANIZATIONAL STRUCTURE  
Chart No. 1: OED LINKS IN MAYOR'S OFFICE

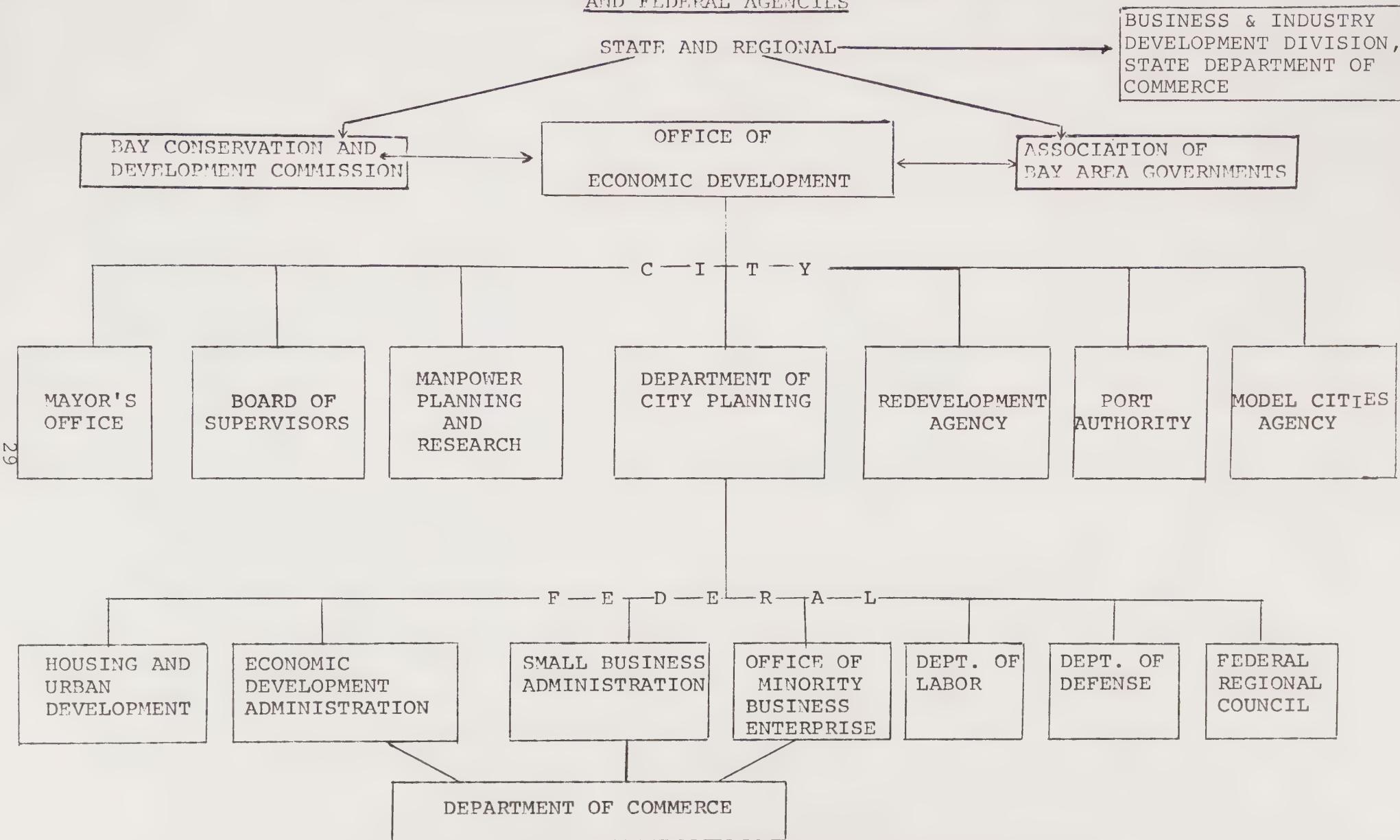


OFFICE OF ECONOMIC DEVELOPMENT ORGANIZATIONAL STRUCTUREChart No. 2: ADVISORY AND CITIZEN PARTICIPATION STRUCTURE

Operational Links

Liaison Links

OFFICE OF ECONOMIC DEVELOPMENT ORGANIZATIONAL STRUCTURE  
Chart No. 3: RELATIONSHIPS WITH CITY, STATE, REGIONAL  
AND FEDERAL AGENCIES



## Mayor's Office of Economic Development

BIOGRAPHICAL SKETCH

BUELL, MARK WILLIAMS

Director

Education

B.A., Political Science,  
University of San Francisco

1968

Employment History

San Francisco Convention and Visitors Bureau, Assistant General Manager	1972-1973
Greater San Francisco Chamber of Commerce, Manager, Governmental Affairs Department	1971-1972
San Francisco Redevelopment Agency, Special Assistant to the Executive Director	1966-1971
U.S. Army, Ballistic Meteorologist	1968-1970

Experience Summary: As Assistant General Manager of Convention and Visitors Bureau responsibilities included administration and operation of the office and fifty personnel and assisting the General Manager in development and execution of marketing and promotion programs.

As Manager of Governmental Affairs Department of the Greater San Francisco Chamber of Commerce responsibilities included liaison between the business community and local, state and federal officials. Areas of emphasis included urban development, education and government employment.

As Assistant to the Executive Director of the San Francisco Redevelopment Agency responsibilities included assisting the Executive Director in the overall administration of San Francisco's urban renewal programs. Additionally responsible for duties as Executive Secretary to the Redevelopment Agency Commission.

Current Fields of Interest

Urban problems, economic development, public education.

Major Reports and Publications

Contributing Editor, "San Francisco Business" magazine

Numerous articles regarding urban development and industrial growth

Mayor's Office of Economic Development, San Francisco

## BIOGRAPHICAL SKETCH

FLAMM, GERALD R. Assistant Director

## Education

University of California, Graduate School, 1967-1969  
Department of City and Regional Planning  
A.B. in Political Science, University 1941  
of California

## Employment History

San Francisco Redevelopment Agency, Business Development Specialist	1967-1973
California State Legislature, Publications Coordinator to the Assembly	1965-1967
International Basic Economy Corporation and Office of Messrs. Rockefeller, Public Relations Director, Caribbean Area	1956-1965
San Francisco Call Bulletin, Staff Writer	1953-1956
San Francisco Chronicle, Rewrite Man	1953
Pan American World Airways, Public Relations Representative in Brazil	1950-1953
San Francisco Call Bulletin, Reporter and Staff Writer	1946-1950
United States Marine Corps, Communications Officer	1942-1946

## Experience Summary

Deeply involved in economic development and urban redevelopment field in San Francisco for past seven years. Emphasis on existing and potential redevelopment project areas where both new industry with community employment opportunities and small neighborhood business ventures required impetus and assistance. Close liaison work with community associations and groups, with substantial involvement as link with various city agencies and departments. In State Legislature worked closely with staff of Assembly interim committees in assembling, editing, and publishing committee reports on wide range of public issues. In ten years with International Basic Economic Corporation (IBEC) and Rockefeller interests, was advisor on public policy and actions in firms and groups active in shopping centers, supermarket chains, housing projects, tuna packing plants, real estate, and resort hotels in Puerto Rico, Venezuela, and the U.S. and British Virgin Islands. Also did surveys of farming and livestock operations in Venezuela, acted as consultant to semi-governmental rural assistance programs in Venezuela, and assisted National Park Service in its public policy and public relations programs in the U.S. Virgin Islands. In Brazil, established public relations office and program for Pan American

and served as advisor to vice president in charge of airline's operations in that country. Other experience, except for military service in Pacific Area and China, was as newspaper reporter and writer covering all types of assignments in various fields.

Current Fields of Interest

Economic and physical rejuvenation of areas of native city, San Francisco, which have undergone detrimental changes in the past decades.

Major Reports and Publications

"Slum Housing (Favelas) in Guanabara State, Brazil: A Planning Methodology." From "Urban Planning Method in Latin America." Research papers for Seminar on Urban Planning in Latin America, Department of City and Regional Planning, University of California, Berkeley, Winter, 1969

"Relocation of San Francisco's Produce Market. A Record and Evaluation." Department of City and Regional Planning, University of California, Berkeley, March, 1969.

"The San Francisco Master Plan. A critique." Department of City and Regional Planning, University of California, Berkeley, June, 1968.

"California Blue Book," California Office of State Printing, Sacramento, 1966

"California State Assembly," California Office of State Printing, Sacramento, March, 1967.

"Su Programa de Publicidad" ("Your Publicity Program." In Spanish and English editions). The Inter-American Rural Youth Program, San Jose, Costa Rica, 1965 (Cooperative project of Inter-American Institute of Agricultural Sciences of Organization of American States and American International Association).

Mayor's Office of Economic Development, San Francisco

BIOGRAPHICAL SKETCH

PIFARRE, JUAN JORGE

Economic Development Specialist

Education

in Sociology

B.A., San Francisco State University, San Francisco, California	1970
M.A./Ph.D. Candidate, Sociology Department, University of California, Berkeley	1974

Employment History

Mayor's Office of Economic Development, Economic Development Specialist	1973-
University of California, Berkeley, Teaching Assistant	1971-1973
Mission Model Neighborhood Corporation, Executive Director	1971-1972

Experience Summary: As Executive Director of the Mission Model Neighborhood Corporation coordinated and administered all Model Cities programs in the Mission District, trained personnel, responsible for fund raising (\$500,000--). Liaison of the community corporations (housing, child care, manpower, education and minority contractors) with the Mayor's Office, HUD, HEW, and many other local, regional, state and federal agencies.

Duties as Economic Development Specialist included: economic feasibility studies, proposal writing, program development and coordination in one neighborhood, and industrial economic analyses.

Current Fields of Interest

All areas of the developmental process, including community and industrial development. Also international trade and economic development.

Major Reports and Publications

1. "Revolution Within the Church in Latin America," "The Bowditch Review," Berkeley, California, 1968
2. Editor, "Berkeley Journal of Sociology," Berkeley, California, 1971/72

3. "A Socio-economic History of the Mission District," unpublished paper in the Ph.D. program, U.C. Berkeley
4. "The Economic Role of the Military in the Middle East and Latin America: A Comparative Analysis," unpublished manuscript, U.C. Berkeley
5. "The Social Costs of Economic Development in San Francisco," unpublished study, U.C. Berkeley
6. "Mission Comprehensive Plan," edited by the Mission Housing Development Corporation, chapter on economic development, June, 1974, co-authored

Mayor's Office of Economic Development  
San Francisco

BIOGRAPHICAL SKETCH

SCHNEIDER, MICHAEL M. -- Manpower Advisor

Education

Brooklyn Technical High School 1944

Employment History

Office of the Mayor, Manpower Planning Council, Deputy Director/Manpower Planner	1971-1973
Common Cause, Coordinator of Election Reform Legislation	1970-1971
University of California Medical Center, San Francisco, Electrical Foreman/Maintenance and Construction	1967-1970
Stanford Linear Accelerator Center, Electrical Foreman/Construction Project	1964-1967
Construction Electrician, varied construction jobs	1952-1964

Experience Summary: Varied. In addition to the above, I have been deeply involved in trade unions. Currently serve as a representative to the San Francisco Labor Council from my union, Local 6 of the International Brotherhood of Electrical Workers, where I have been a member since 1952 and have held various offices in the union since then. Also have had extensive experience in union organizing and served in many community organizations and projects as a representative of the unions. Additionally, did surveys for unions in census demography, developing ethnic profiles in relationship to unemployment, housing, transportation, income. Developed from the census and statement of votes, profiles on voting behavior by income and race.

Current Fields of Interest

Urban solutions, public schools, mental health

Major Reports and Publications

1. "Middle America: Study in Frustration," Center for the Study of Democratic INstitutions, November-December 1970
2. "County Clerks and Registrars," a critique of California in respect to its voter registration laws, Common Cause, June 1970
3. "Why Low Voter Turnout in Blue Collar Areas," a report on voting behavior done for the California AFL/CIO, 1972

Mayor's Office of Economic Development  
San Francisco

BIOGRAPHICAL SKETCH

BARBARA E. AMATO, Economic Research Associate

Education

B.S. Edgewood, College, Madison, Wisconsin	1964-1968
University of Wisconsin, Graduate School, Social Work	1969-1970

Employment History

Southern Alameda Economic Opportunity Agency

Economic Development Specialist	1971
Director of Training and Personnel	1971-1973
Mayor's Office of Community Development, Revenue Sharing Section	1973

Experience Summary: Economic research studies; feasibility studies; business development research; community relations and business development; program administration; manpower planning and reorganization; affirmative action planning; minority business development

Current Fields of Interest

Community economic development; light industry development; program administration

Major Reports and Publications

1. "Southern Alameda Economic Opportunity Agency Affirmative Action Plan," July, 1972, coauthor
2. "Southern Alameda Economic Opportunity Agency Personnel Policies Manual," September, 1972, coauthor

## Mayor's Office of Economic Development

San Francisco

BIOGRAPHICAL SKETCH

THOMPSON, NANCY K. -- Secretary

Education

B.A., French, Northwestern University	1957-1960
Graduate Study in American History,	1963
DePaul University	

Employment History

Harcourt, Brace & World, Inc., Textbook Division, Correspondent	1962
Carson, Pirie, Scott & Co., Fashion Model	1964-1965
<u>The National Insider</u> , Secretary and Feature Writer	1965
Assistant to Zack Matalon, Producer and Director of <u>Exiles</u> , Spain and London	1966-1967
Chicago-Kent College of Law, Administrative Secretary	1967
James M. Glick, M.D., Secretary	1969-1972
Stanley Langendorf, Secretary	1972
American Humanist Association, Secretary	1973
Mayor's Office of Economic Development	1973-Present

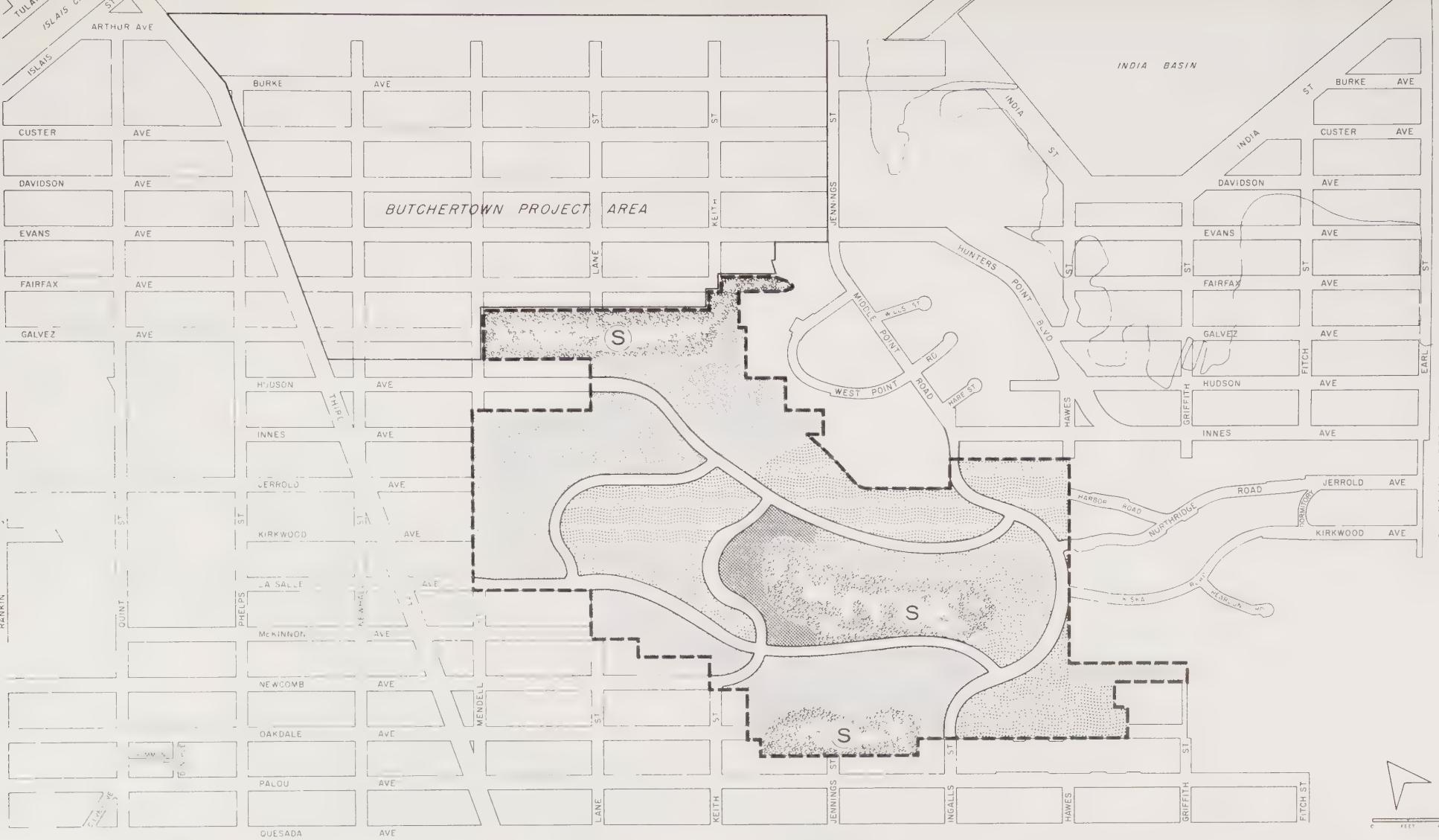
Experience Summary: Per the aboveCurrent Fields of Interest

Economic research, ballet, journalism, Spanish

Major Reports and PublicationsVarious feature articles for The National Insider



FEET 40



## HUNTERS POINT REDEVELOPMENT AREA

## PRELIMINARY PLAN HUNTERS POINT REDEVELOPMENT PROJECT

LOW-TO-MEDIUM DENSITY RESIDENTIAL

COMMERCIAL

MEDIUM DENSITY RESIDENTIAL



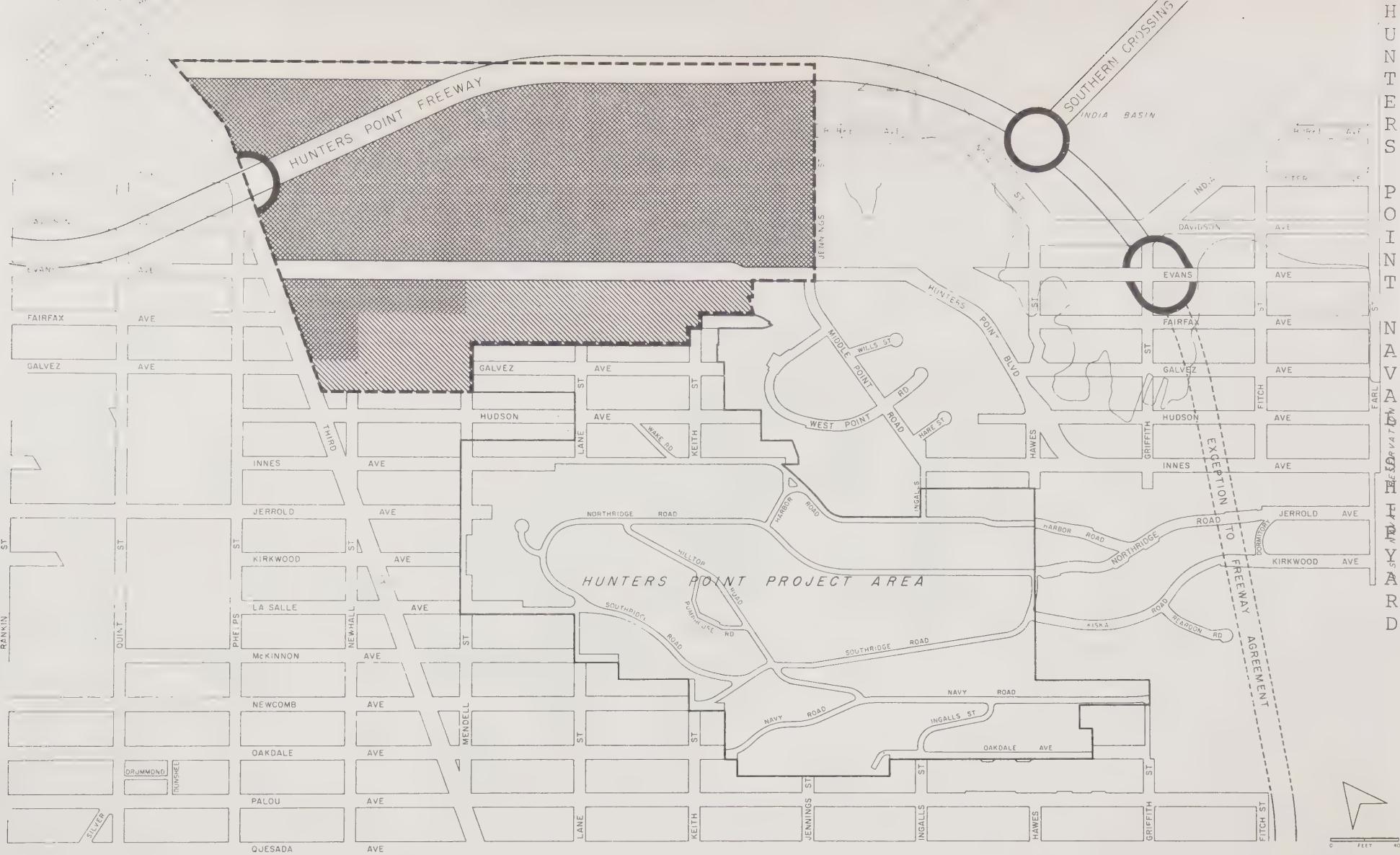
SCHOOL

PARK AND RECREATION AREA

PROJECT BOUNDARY

THIS MAP IS PART TWO OF THE PRELIMINARY PLAN FOR THE HUNTERS POINT REDEVELOPMENT PROJECT. PART ONE IS THE TEXT.

THE PROJECT AREA SHOWN WAS SELECTED BY RESOLUTION NUMBER 6180 OF THE CITY PLANNING COMMISSION AT A MEETING HELD ON FEBRUARY 15, 1968, AND THE PRELIMINARY PLAN WAS FORMULATED BY RESOLUTION NUMBER 6184 OF THE CITY PLANNING COMMISSION AT A MEETING HELD ON FEBRUARY 29, 1968.



## BUTCHERTOWN REDEVELOPMENT AREA

## PRELIMINARY PLAN · BUTCHERTOWN REDEVELOPMENT PROJECT (INDIA BASIN INDUSTRIAL PARK)

 GENERAL INDUSTRY  
 LIGHT INDUSTRY  
 PROJECT AREA BOUNDARY

THIS MAP IS PART TWO OF THE PRELIMINARY PLAN FOR THE BUTCHERTOWN REDEVELOPMENT PROJECT. PART ONE IS THE TEXT.

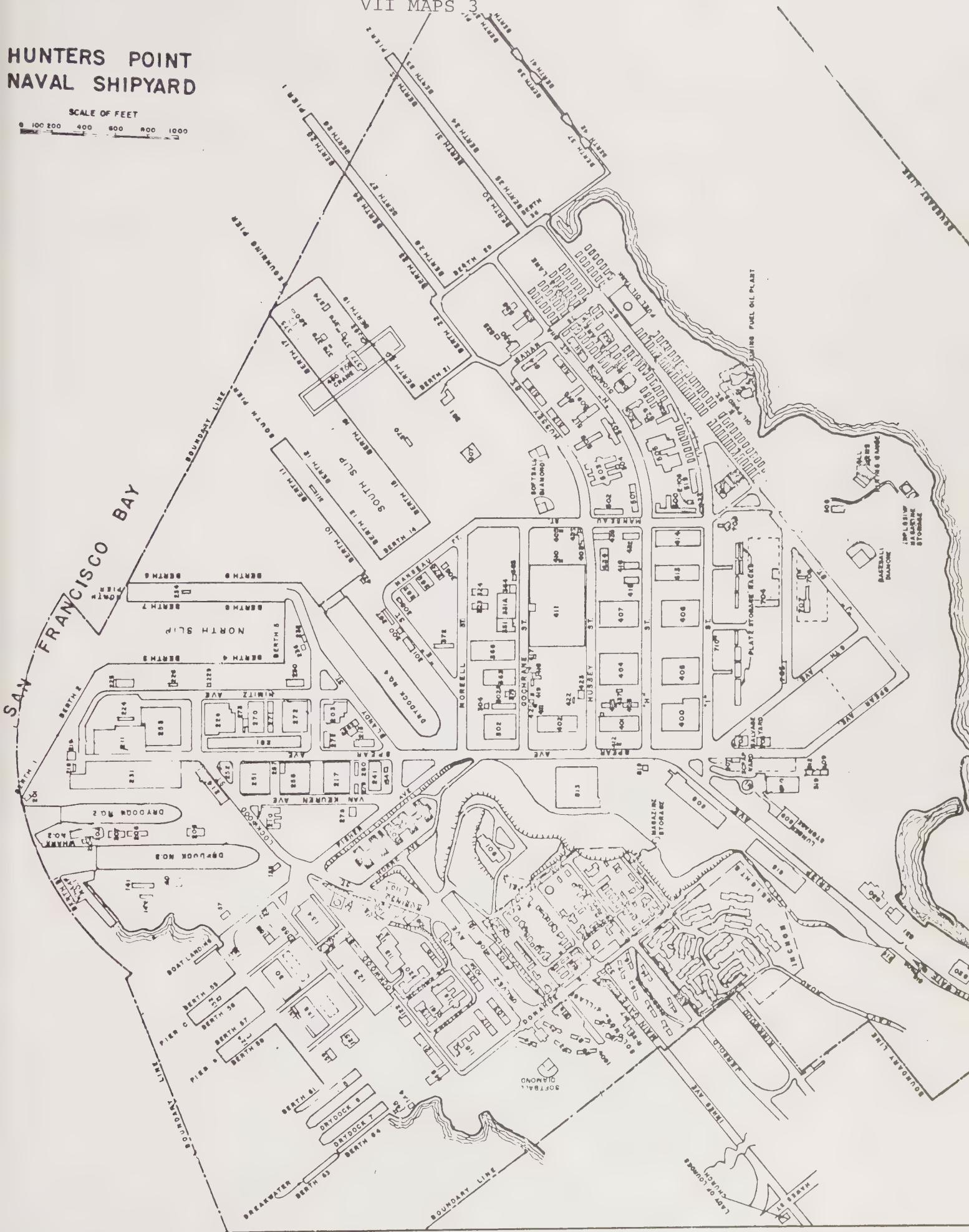
THE PROJECT AREA SHOWN WAS SELECTED BY RESOLUTION NUMBER 6181 OF THE CITY PLANNING COMMISSION AT A MEETING HELD ON FEBRUARY 15, 1968, AND THE PRELIMINARY PLAN WAS FORMULATED BY RESOLUTION NUMBER 6183 OF THE CITY PLANNING COMMISSION AT A MEETING HELD ON FEBRUARY 29, 1968.

# HUNTERS POINT NAVAL SHIPYARD

## VII MAPS

SCALE OF FEET

0 100 200 400 600 800 1000





# Closures Will Cost 7000 To 8000 Jobs

By Sydney Kossen  
Examiner Political Editor

WASHINGTON — In a stunning blow to the Bay Area's economy, San Francisco's Hunters Point Naval Shipyard will be shut down June 30, 1974, as part of a huge nationwide military cutback.

Compounding the impact on this area will be these other drastic moves:

- Hamilton Air Force Base will be "mothballed" next Dec. 31.
- All flying activity at Alameda Naval Air Station will be stopped a year from June.
- The 12th Naval District headquarters will be moved from San Francisco to San Diego.

The Hunters Point shutdown alone means the loss of an estimated 5600 civilian jobs. It is estimated that about 40 percent of these workers belong to minority races.

The Bay Area's net job loss from all closures will be between 7000 and 8000.

## Two Firms May Lease

22

It's all part of a plan designed to save \$100 million, officials said.

A total of 224 jobs, including such big ones as the 12th Naval District and the Naval Air Station at Newport, both affected in varying degrees.

As one result, 21 jobs will be reduced.

A Navy spokesman said the cuts will be required in view of the need to reduce our surface forces.

As another, 21 jobs will be terminated.

California, Mayor Alioto said, will be the hardest hit.

Congressional sources in California will be hit plus \$350 million which rely on the business.

The official an-

## 3500 Potential Jobs at Point of Closure

Two major shipbuilding firms, potentially able to provide 3500 new jobs, are interested in leasing portions of the Hunters Point Naval Shipyard, it was announced yesterday.

Mayor Joseph L. Alioto reported that the John A. Martinolich Shipbuilding Corp. and the Triple A Machine Shop have both expressed "firm interest" in leasing part of the shipyard from the Navy.

"Shipbuilding and repairing is a hot market right now," said the mayor. "Other shipyards on the coast are booming and we expect the naval shipyard to be booming soon, too."

Since the Navy announced its intention to shut down its

own ship repair operation at the shipyard last year, the city has been campaigning to get the yard leased to private shipbuilders and re-opened.

The Navy, which is now conducting an appraisal of the huge shipyard and its facilities, is expected to begin taking bids from potential tenants by late summer.

According to the mayor, Martinolich could open for business by September if it wins the right and the Triple A Machine Shop could open next year.

# Translating the Yard Into Human Statistics

The Hunters Point Naval Shipyard employs some 5600 workers from 94 Bay Area cities—including 2300 from San Francisco, 1500 from San Mateo County, 800 from Alameda County, 300 from Contra Costa County, 250 from Santa Clara County and 150 from Marin County.

The crew is 41 percent minority, including 21 percent black, 13 percent oriental, 5.5 percent Spanish origin. The combined annual payroll is \$82 million for all workers. In all, the Navy estimates the yard pumps over \$100 million into the Bay Area economy annually.

Located on 920 acres of land, the physical plant is valued at \$250 million.

# Death Knell For Hunters Pt. Yard

—From Page 1

from the Pentagon tomorrow.

It was described privately this morning to meetings of members of Congress in whose districts the affected facilities lie.

And the cries of protest were immediate — and loud.

#### Alioto Angry

San Francisco Mayor Alioto, reached by The Examiner in Milan, Italy, where he is attending a conference, was irate.

Only a week ago, he was promised that The City would be given a chance to be heard before any final decision was made on Hunters Point.

Today he promised to "fight in every way possible to try to reverse this unwise decision."

Sen. Alan Cranston (D-Calif.), one of those at a briefing conducted by Navy Undersecretary Frank Sanders in Sen. John Tunney's office this morning, called the move "rough and ruthless treatment of civilians."

It was "brutal," he said, to transfer the involved military personnel to other bases while leaving civilians to shift for themselves with only "vague" promises of "possible" jobs elsewhere.

Cranston was particularly angry because the government chose to make its cuts in California and elsewhere in the United States, "but none overseas."

#### Overseas

He said the 3400 installations in 32 foreign countries cost \$30 billion a year in foreign purchases, helping to depress the value of the U.S. dollar.

"I would oppose closing these (domestic) bases until those overseas are shut down," he declared.

Among the California facilities involved is the big Long Beach Naval Shipyard, which is expected to be leased to private operators, according to the Washington briefings.

But San Diego's big naval base will not only remain intact but will gain, accepting some of the 1000 to be fired at Long Beach. Further, its population of admirals will increase when it takes in the 12th Naval District headquarters.

Puget Sound Naval Shipyard at Bremerton Wash., will also come out a winner. Some of the Hunters Point work will be transferred there.

Moffett Field at Sunnyvale was apparently spared the Pentagon axe. The Navy said the flying activities now at Alameda Naval Air Station will be moved there, in part, and in part to Lemoor Naval Air Station in King County.

For reasons not immediately explained, the Army cutbacks were almost entirely outside of California. A reduction of 80 jobs was ordered at the Presidio (Monterey), but the sprawling nearby Fort Ord was unscathed.

Hamilton Air Force Base' famed air-sea rescue unit will be moved to McClellan AFB near Sacramento. Its air defense command will go to Castle AFB, Merced.

The Marin field will have only a skeleton crew after the December closing. There was speculation, however, that it might be used for reserve activities.

Rep. James A. Burke (D-Mass.) pointed out that his state voted for Sen. George McGovern in the 1972 presi-

dential election—as did San Francisco.

"I would hope President Nixon is not being punitive," Burke said.

The economy axe had been rumored about to fall at Hunters Point and other big bases for some time. However it was not until a series of briefings today that the word became official.

The loss of Hunters Point would be a severe economic jolt for thousands of families — and for the overall economy of San Francisco itself.

Senator Tunney recently sent a letter to Secretary Richardson asking what arrangements the Department of Defense would make to ease the resulting hardships.

He pointed out that many of the Hunters Point workers come from economically depressed neighborhoods.

Further, Tunney wanted to know what provision was being made to maintain our fleet in the Pacific. One of Hunters Points big tasks has been the overhaul of aircraft carriers.

# Navy Refuses to Give Hunters Point to S.F.

By Jerry Carroll

The Navy is going to refuse to surrender Hunters Point Naval Shipyard to the city, San Francisco Supervisors were told yesterday.

And, although it is willing to let the city use the 520-acre shipyard after it is closed next June, the Navy's conditions would be unacceptable.

The gloomy appraisal was presented to the Supervisors' state and national affairs committee by General Stanley Larson, an aide to Mayor Joseph Alioto.

"This appears more and more like a vendetta against San Francisco," Supervisor Peter Tamaras complained.

## WEEK

Larson was in Washington, D.C., last week conferring with Congressional leaders and Pentagon officials about rescinding the base closing or, barring that, allowing the city to obtain it for port and maritime uses.

"The Defense Department says in no way will Hunters Point be declared surplus or excess," Larson said.

It is willing to let the city make use of the shipyard, but only with the proviso that the Navy could resume control by giving 30 to 60 days notice, he added.

## CITY

Port director Marian Wolff said "there is no way" given those terms the city could recruit private shipbuilding to fill the vacuum

to be left by the Navy closing the base.

When the base closes next year, the city will lose 5600 civilian jobs and an annual payroll of \$85 million.

"This is very dismaying news you bring us," Supervisor Quentin Kopp told Larson. "It is a very serious development to the economy of San Francisco."

Adding to the gloom was the disclosure by Miss Wolff that Bethlehem Steel Corp. has expressed interest in beginning shipbuilding operations at the point.

## CONTROL

Larson said the Navy is taking a hard-nosed view toward keeping control of the shipyard because it hopes one day to reopen it for military use.

Miss Wolff said the Port Authority had anticipated the base closing and wasn't optimistic about the campaign to get the decision overturned.

The real danger it fore-saw, she said, was that the Navy would mothball the port and it would fall into decay. That is what appears likely.

The committee passed a resolution, to go before the full board on Monday, asking Congress to make the shipyard "available" to the city at no cost.

This broad wording would open the way for the Navy and the city to reach agreements on leasing out shipbuilding facilities at Hunters Point to private firms.

# Navy Relents

# S.F. Victory on Hunters Point

By Jerry Burns

San Francisco won a key victory yesterday in its efforts to keep open the huge Hunters Point Naval Shipyard, according to Mayor Joseph L. Alioto.

He announced, at a City Hall press conference, that the Navy has relented on a critical factor in the future of the 520-acre facility.

After months of negotiation with the city and the business community, the Navy has "quietly reversed its earlier position," said the mayor, and is willing to lease out the entire shipyard to private shipbuilders.

Until the change of heart, the Navy had insisted — since it announced plans last year to close the huge shipyard this June — that it had to retain possession of the main drydock facility and not make it available to private shipbuilders.

"The Navy's original decision to mothball Drydock 4 would have guaranteed the non-use of the shipyard," Alioto said yesterday.

"Its recent decision to offer the entire shipyard for lease will make it much easier to find a private shipbuilder who will keep the yard open," he added.

The road to private use of the shipyard will also be made easier by the Navy's decision to retain ownership and lease it out, according to Alioto, rather than go through the cumbersome machinery of turning the property over to other government agencies first.

The final decision now rests with Secretary of Defense James R. Schlesinger, who must act on the Navy recommendation.

Alioto will go to Washington later this month to plead the city's case and to urge Schlesinger to immediately solicit bids from private shipbuilders for use of the shipyard.

"At a time when the energy crisis is threatening widespread unemployment, we can't overstate the importance of this yard and its potential of at least 5000 jobs," said the mayor. "The economic impact of a complete shutdown would be staggering."

Several major shipbuilders have expressed interest in the yard, he added, but declined to make firm commitments unless the Navy agreed to release the key drydock facility.

## Hunters Point

# Richardson Firm On Yard Closing

By Charles Howe

Despite their pleas and arguments, Defense Secretary Elliot Richardson emerged from a private meeting with 18 political and labor leaders here yesterday to report that his decision to close Hunters Point Naval Shipyard is almost certain to remain unchanged.

Richardson spent an hour at the Sheraton-Palace Hotel closeted with the 18 — California Democratic Senators Alan Cranston and John V. Tunney among them — before going downstairs to address the Commonwealth Club.

After the meeting Richardson, whose defense cutbacks will eliminate nearly 6,000 jobs in the Bay Area, said he will "give a very careful review" to arguments that the big shipyard remain open.

However, he added that he does "no hold out the prospect of reversing" his decision to close the yard and eliminate 5,184 jobs there.

### BLOCK

Cranston and Tunney immediately announced they would join forces and introduce legislation in Washington D.C. early next week to block the effect of the cutbacks on the nation's shipyards.

Tunney said the joint bill will contain language making it impossible for the Defense Department to phase out shipyard jobs "if foreign nationals overseas are doing the same work" on American military ships that could be done in America.

Cranston conceded there was little likelihood Richardson would change his mind on Hunters Point, scheduled to close by mid-1974.

Tunney bitterly noted that there still exists "the absolutely outrageous employment of 25,000 Philippine nationals at Subic Bay and 9,000 Japanese nationals at Yokosuka," now doing ship repair work Americans could be doing.

When he addressed more than 400 persons at the Commonwealth Club, Richardson told them that the decision to close Hunters Point — as well as the closing or cutbacks at 273 other domestic bases — "had been in the works for two years . . ."

Richardson said that West Coast shipyards are operating at only about half their capacity, noting that over the last ten years the Navy's active fleet has gone down from 917 ships to 523.

He also said that since 1969 the Nixon Administration has eliminated some 41,000 civilian jobs overseas, along with closing down 269 foreign bases.

### INDIVIDUALS

Richardson said his agents will work closely with local and state government "to aid the individuals affected" in Bay Area cutbacks.

But Tunney, who made his comments even as Richardson was hurrying downstairs to address the Commonwealth Club, said the Defense Department "has only one professional" working on the problem of finding jobs for displaced California workers.

# Hunters Pt. Yard-- Navy Eases Stand

Navy officials have grown increasingly cooperative in negotiations to turn over Hunters Point Naval Shipyard to civilian shipbuilding, a San Francisco official said yesterday.

The Navy is considering leasing the shipbuilding facilities at the base directly to private industry after military operations end there in June, according to Mark Buell, director of the mayor's office of economic development.

There would be substantial savings for the city, Buell said, if the Navy leases out the base's central shipyards instead of requiring the city to buy the land and act as landlord.

### SURROUNDINGS

The city still is considering proposals to buy portions of the base surrounding the shipbuilding facilities. Buell said the Navy also is sound-

ing more willing to remove restrictions it had demanded on use of that land for freight shipping, warehousing and industry.

The city is requesting a \$250,000 grant from the Commerce Department, Buell added, for a six-month study of future uses for the shipyard site.

### RUMORS

During repeated visits to the Pentagon, Buell said, he has picked up rumors more military bases may be closed soon and one could be in the Bay Area.

"They're going to announce a whole new set of closures by December," Buell said, "and we've got some strong indications that we might face another one."

The mayor's aide made the remarks in a report to the San Francisco waterfront advisory committee of the Bay Conservation and Development Commission.

### PAYROLLS

Cranston said there are still some 166,000 foreign nationals on American military payrolls overseas "to maintain these obsolete and sometimes provocative bases."

Others attending the private meeting with Richardson to protest the shutdown at Hunters Point were: John F. Crowley, Secretary of the San Francisco Labor Council; Supervisors Ron Pelosi, Robert Gonzales and George Y. Chen; Thomas Mellon, the city's Chief Administrative Officer; John DeLucca, representing Mayor Alioto, officials from the Redevelopment Agency and representatives of trade unions at Hunters Point.

# Navy Stands Fast on Hunters Pt. Decision

The Navy still refuses to surrender Hunters Point Naval Shipyard to the city, a delegation from Mayor Joseph Alioto's office was told yesterday in Washington.

William J. Sheehan, director of the Pentagon's Office of Economic Adjustment, told the five-man San Francisco delegation that he would recommend to the Senate Armed Services Committee that most of the land at the base be declared excess to military needs.

But the excess land would be subject to repossession in case of a national emergency after 60 days notice, he said.

Sheehan said he will recommend that the 48 acres around Dry Dock Four be retained outright by the Navy but that 470 acres be declared surplus and turned over to the General Services Administration for disposal.

He will also recommend that those acquiring the property not be allowed to demolish or significantly change the industrial buildings and structures now located there.

John Toland, the mayor's deputy for development, said the Sheehan recommendation "is what we dreaded most — an almost complete mothballing of Hunters Point."

SAN FRANCISCO PROGRESS 2/8/74

# Hunters Point closing postponed by Navy

The Navy has agreed not to abandon the Hunters Point Ship Yard on July 2, Mayor Joseph L. Alioto told

a special task force Wednesday.

Instead it will maintain the premises until a private ship building company leases the land.

The Navy has stipulated that the major tenant must be in the maritime business.

Alioto urged his Task Force on the Hunters Point Ship Yard to beat the bushes in search of potential ship

building tenants so the Navy won't back out of its agreement to open the land to commercial tenants.

In his report on his meeting with federal officials last week, Mark Buell of the Mayor's Office of Economic Development told the Task Force that it is the City's job to develop a marketing program for the facility.

It's not too soon for City departments to look into the disposition of the Yard's vacated housing as well, Buell concluded.

## Senate Hearing

# A Plea to Save Hunters Point

By Joseph Albright  
Chronicle Correspondent

### Washington

Efforts to stave off the closing of Hunters Point Naval Shipyard got a polite hearing yesterday before the Senate Military Construction subcommittee, but the Navy had the last word.

"We simply can no longer afford a swollen shore establishment which was representative of a time when we had a first-class Navy," Admiral Elmo R. Zumwalt, chief of Naval operations testified.

"We have to be ruthless — literally ruthless — in cutting out anything that doesn't contribute to our readiness capability, in this era when we are falling behind the Soviets."

The subcommittee chairman, Stuart Symington (Dem-Mo.), observed that unemployment caused by base closures could eventually weaken the national security by harming the domestic economy.

Symington gave no sign, however, that he would seek a reversal of any of the Navy's base closings throughout the country.

### DEPUTY

The case to retain Hunters Point was presented by Stanley R. Larsen, a retired lieutenant general who is assistant deputy for development in the office of Mayor Joseph Alioto.

Larsen urged a review of the proposal to close Hunters Point. He cited the following reasons:

- Heavy costs of shutting the base and moving support facilities to other locations.

- Commercial contractors doubts about fulfilling the Navy's stringent requirements to repair aircraft car-

riers based at Alameda Naval Air Station.

- The major problem of trying to recoup the loss of more than 5000 jobs in an area where unemployment is already high.

He added: "If the shipyard must be closed, there should be an early and clearcut decision to make available the entire 522.03 acres of the shipyard for industrial and maritime-related uses by the city — to assure at least 5000 jobs."

### MUCH

Navy Undersecretary Frank Sanders told the subcommittee that the Defense Department had not yet decided how much, if any, of the real estate and machinery at Hunters Point would be made available to the city. He gave no estimate on when that decision would be made.

During his testimony Larsen suggested that the closing of Hunters Point might lead to the closing of other naval facilities in the Bay Area.

He said that Alameda Naval Air Station as well as the Headquarters, 12th Naval District on Treasure Island, along with its ancillary organizations such as the Naval Supply Depot in Oakland might be closed, "regardless of current assurances to the contrary."

Asked to comment after the hearing, Zumwalt would give no assurances about the continuation of other Bay Area naval bases.

"We won't know about future base realignments until we know how much money we will have in the next budget, and we won't get our figure until December," Zumwalt said.

## Final OK of Hunters Pt. Lease Plan

By George Murphy

The Navy will retain ownership of Hunters Point Naval Shipyard, and lease it out to private enterprise, Secretary of the Navy John Warner announced here yesterday.

This means that the 5600 persons normally employed at the shipyard will have their jobs back "within two years," according to John Toland, an assistant to Mayor Joseph Alioto.

Mayor Alioto reported three weeks ago that the Navy had "quietly reversed its position" and was willing to lease out the entire shipyard. Yesterday action by Warner made it official.

Warner signed a formal letter to Alioto for the benefit of the TV cameras at a press conference yesterday in the Seraton-Palace Hotel, where he later delivered a speech to the Commonwealth Club.

"The Navy," the letter said, "plans to designate the entire Hunters Point Naval Shipyard a standby shipyard."

"(This) will permit leasing the property to a commercial shipbuilder. Prior to leasing property and equipment, appraisals will be required to determine fair market value, and necessary congressional approval must be obtained."

Alioto was described by a spokesman as "elated" over Warner's decision. The mayor was ill with laryngitis yesterday.

Warner said the idea of leasing Hunters Point had "frankly not occurred to us until the presentations were made by Mayor Alioto and former Undersecretary (of the Navy Paul B.) Fay."

The Navy had originally held to the idea of mothballing Drydock 4 at the shipyard.

The Navy's move yesterday will make the entire shipyard available for lease, and Toland said the mayor's office has been in contact "with several shipbuilding firms that are interested in (leasing) it."

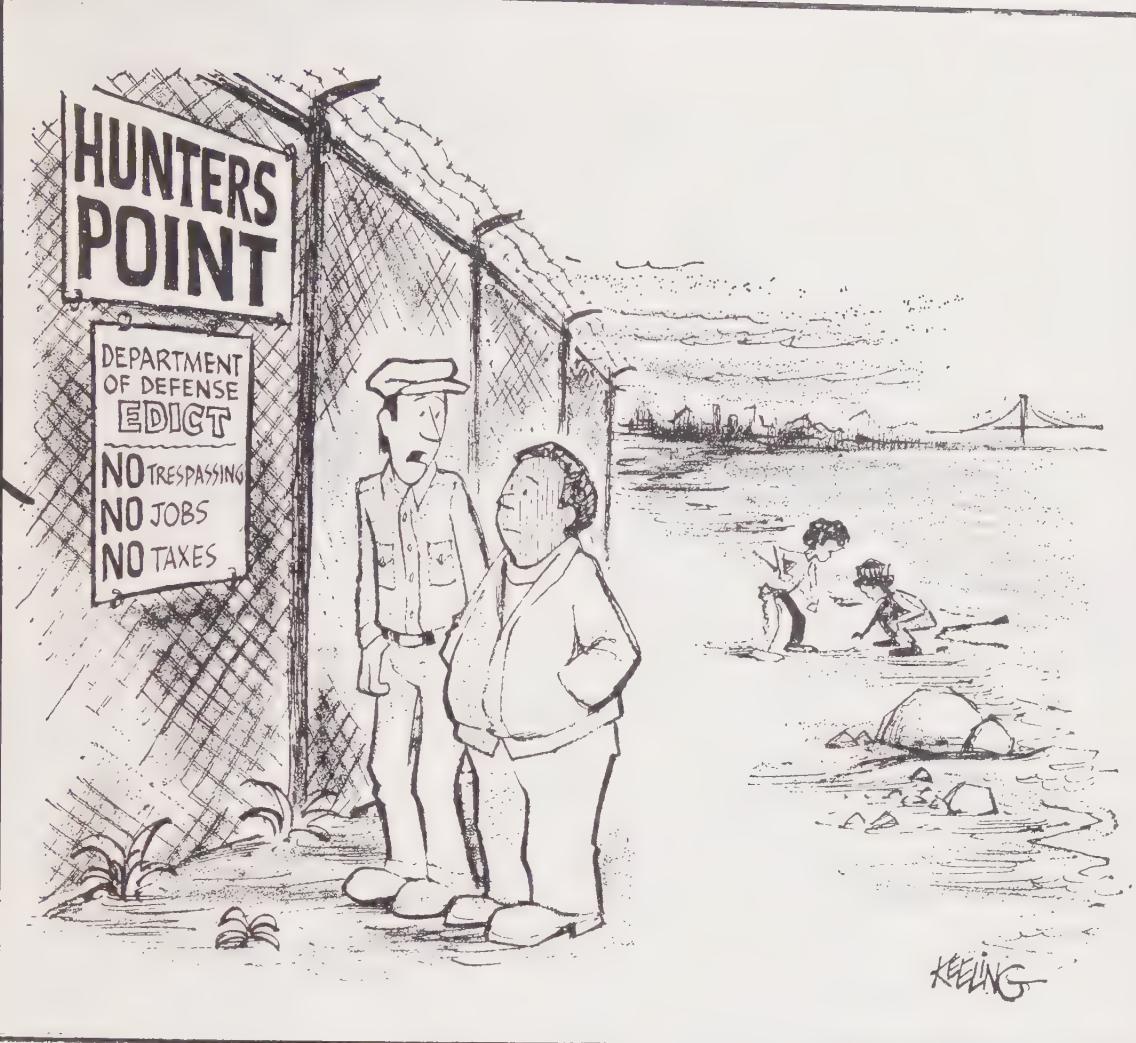
Toland predicted that the employment figures at Hunters Point "could reach 10,000 in ten years."

Alioto had met privately with Defense Secretary James R. Schlesinger in Washington earlier this month to press the case for leasing the entire shipyard. Warner said Alioto will meet with him next week in the Capitol to implement the Defense Department's decision.

In his address to the Commonwealth Club, Warner called for a "national sense of unity" in support of the nation's armed forces.

Warner admitted that recent revelations of "spying" on Secretary of State Henry Kissinger when Kissinger was national security adviser to President Nixon were "harmful" in the area of building confidence in the military services.

He noted, however, that Schlesinger had found "nothing illegal" in the activities of naval personnel assigned to the National Security Council who reportedly funneled copies of Kissinger's decisions to Joint Chief of Staff head Admiral Thomas Moorer.



'Is this what they meant when they said they would give it to us?'

DAILY COMMERCIAL NEWS

11/28/73

## Pact Clears Way For H. P. Shipbuilding

The U.S. Navy signed an agreement last week which assures Hunters Point Naval Shipyard will be leased to private shipbuilders.

U.S. Navy Secretary John Warner signed the pact Friday in San Francisco with Jack Toland of Mayor Alioto's office.

The Navy will lease the facility directly to a shipbuilder.

Warner said the Navy will begin immediate consultation with the city to determine what type of a lease arrangement the city wants.

Warner estimated a lease with a major shipbuilder could be completed within a year. Toland said the city hopes to see the shipyard employing 5 to 6 thousand workers within two years. The job total could reach 10,000 within ten years, Toland said.

The Navy had planned to retain ownership of a vital drydock when it closes the yard this June. But the city argued the whole facility should be leased to a private shipbuilder. Earlier this month the Navy agreed to the city proposal.

## U.S. Firm On Use of Hunters Pt.

Washington

The Pentagon officially refused yesterday to modify the restrictions it has placed on civilian use of Hunters Point Naval shipyard, scheduled for shutdown next June.

In a report to the Armed Services committees of both the Senate and the House, Secretary of Defense James R. Schlesinger said the Navy wants to retain control of the 110 acres of the shipyard that include Dry Dock No. 4 and other major ship repair equipment.

Schlesinger said the Navy is willing to give up the remaining 853 acres and all the shops and living quarters on them, but wants them subject to "recapture rights in event of a national emergency."

Since the Pentagon announced in April that it plans to shut down the shipyard, officials of San Francisco, and representatives of various trade unions and ship building companies, have repeatedly asked the Navy to modify the restrictions.

The Navy's retention of Dry Dock No. 4, and its insistence on a "recapture" clause on the balance of the land, preclude the profitable use of the shipyard by any private company, it was argued.

*Our Correspondent*

# DAILY COMMERCIAL NEWS

# IRITIME GU

SAN FRANCISCO, WEDNESDAY, MAY 22, 1974

**Says City**

## **Hunters Point May Be Leased Within a Year**

The Hunters Point Naval Shipyard should be leased to private interests within a year, the Mayor's Office of Economic Development said Monday.

OED Director Mark Buell, just returned from Washington, D.C., said the Navy has set plans to lease one portion of the yard by September.

By April of next year, he said, the Navy expects to lease the remaining industrial section of the yard, which contains a drydock the city hopes will be used for shipbuilding.

Buell said this latest Navy timetable expedites the yard leasing by eight months. Previous Navy plans call for leasing by December 1975, Buell said.

The 963 acre naval yard will be officially closed at the end of June. Five thousand workers were employed at the facility when the decision to close it was made a year ago. Since then the city has been working to place private shipbuilders in the facility and to replace the workforce phased out by the Navy.

The first section of the yard to be leased will be a 30 acre submarine repair area. Buell estimates the facility can employ 1,000 workers within six months of operation.

He said the whole yard, when leased, will employ 10,000 people within five years.

Buell said his office intends to research all possible uses for the submarine area and notify interested firms of the proposed leasing.

The research will be funded by a \$153,000 Economic Development Administration grant recently awarded the city so that it may develop a marketing program for the yard.

Several firms have already expressed interest in the submarine area, including a Tacoma, Washington shipbuilder who wants to operate a ship scraping, repair and building facility.

# Mayor Accepts Task Force Report On Hunters Point

Mayor Alioto Wednesday accepted the recommendations of his Hunters Point task force on how to wrest the San Francisco shipyard from Navy control.

As reported in the "DCN" Wednesday the task force urged the mayor to concentrate on drydock number four which the Navy wants to keep.

The report said without the use of this drydock for commercial shipbuilding the city cannot re-employ the 5,600 workers who will lose their jobs when the yard closes in June of next year.

Mayor Alioto is scheduled to visit Washington, D.C. next week in what one of his aides called "one of the critical" negotiation phases.

Alioto is expected to meet with Defense Department secretary James Schlesinger.

Aide Stanley Larson said the mayor "bought the report as a good report." But, Larson said, the mayor "has to remain flexible" in the Washington negotiations.

Larson said it has been Alioto's opinion all

along that the city must have drydock four for shipbuilding.

The Navy wants to keep the drydock with a residual work force of 300 men to repair large aircraft carriers on an emergency basis. The drydock is the only one of its size on the West Coast.

The report proposes that a Bethlehem drydock in San Francisco be enlarged to handle the carriers. This will satisfy the Navy's needs and free drydock four for commercial use, the report said.

The task force report said shipbuilding could generate over 8,000 jobs at the facility.

Several shipbuilding firms are already interested in the site. The report said Bethlehem Shipbuilding of San Francisco, Bache & Co. of Beverly Hills and Urban Pathfinders of Boston are evaluating the Navy yard.

Larson said the city has the support of California congressmen in its bid for the facility. Senators Alan Cranston, John Tunney and Representatives William Mailliard, Ron Dellums and Philip Burton will support the effort, he said.

# Bethlehem Interested in Hunters Pt.

## Washington

Stressing that discussions are "in a very preliminary stage," Bethlehem Steel Corp. acknowledged yesterday it has been exploring the possibility of taking over the Hunters Point Naval Shipyard in San Francisco.

Mayor Joseph L. Alioto has been trying to find ways to keep the huge facility open and 5600 workers employed.

"We have been approached by the city (San Francisco) to see what we want to do with the property if it became available," said Henry Von Spreckelsen, a spokesman for Bethlehem.

"It is too early to say what, if anything, may develop."

In San Francisco, Mark Buell, director of economic development in the mayor's office, said Bethlehem Steel is one of three organizations interested in Hunters Point.

"Urban Pathfinders, an organization headquartered in Baltimore, is planning to send five men out to San Francisco August 11 and 12 to analyze the Hunters Point yard," Buell said. "We think they're doing the analysis for a company that might want to come in and build ships."

"And Bache and Company is doing a study, too, for possible West Coast tanker construction facilities."

"Bethlehem Steel is interested, but there are at least a couple of other companies interested, too."

Despite Bethlehem's cautionary disclaimers, the firm has a special interest in the Hunters Point yard because Bethlehem Steel was the original owner from whom the Navy bought the yard.

Much of the discussions that went on this week, it was learned, involved the Navy's desire for a reversion clause in any contract, guaranteeing that the Navy would always be able to reclaim use of Drydock 4, in case of an emergency.

Drydock 4 is the largest drydock at Hunters Point, and the only one large enough to handle a Forrestal-class carrier.

Bethlehem Steel has a huge floating drydock that could be adapted for such work, according to Buell.

Both Buell and Van Spreckelsen agreed that the shipbuilding market in this country is better than it has been in some time.

"The Alaska pipeline operation will involve 30 huge tankers," Buell commented, "and we'd like to see some of those ships built in San Francisco."

Bethlehem already owns a shipyard on the old Bayshore Highway near the intersection of Geneva avenue, as well as yards in Baltimore and Sparrows Point, Md.; Beaumont, Texas; East Boston, Mass.; Hoboken, N.J.; Terminal Island (San Pedro), Calif., and Singapore.

*Our Correspondent*

BAYVIEW-HUNTERS POINT MODEL NEIGHBORHOOD NEWS December, 1973

## UP-TO-DATE ON THE NAVAL SHIPYARD

Mayor Joseph L. Alioto's special committee on conversion of the Hunters Point Naval Shipyard met November 15, 1973, to discuss a planning grant application to the United States Department of Commerce Economic Development Administration for \$250,000.00. Federal officials from EDA and the U.S. Department of Defense were present at the meeting.

Mr. Mark Buell, Director of the Mayor's Office of Economic Development, summarized the application draft form, "We have three main objectives to achieve: 1) What is the best manner of acquisition and disposition of the Shipyard? All pertinent City Agencies will be included in this decision-making process, i.e., Port Authority, Redevelopment Agency, Community, Planning Commission, etc. 2) What is the highest and best use for the City and County of San Francisco? Evaluations will be determined in relationship to the adjacent port activity, industrial potential, educational and training facility potential and housing. We have already received inquiries from major consultants about performing the study including the Arthur T. Little Company, Stanford Research, Booz, Allen & Hamilton Company, and firms as far away as Texas. 3) What is the best administrative process to transfer the acquisition from the General Services Administration to the City and County if that is the approach determined most feasible?"

"Other side issues are involved which we must also consider," continued Mr. Buell. "The City will have to determine the condition of the Shipyard facilities and what new investments would be required to bring it up to City code standards. An improved sewer system, for example, may cost as much as \$9 million. Also, we will probably need an Environmental Impact Statement Report."

Buell pointed out that the City has received a U.S. Department of Labor grant for \$500,000.00 to analyze and implement retraining programs to enable workers to qualify for employment into other economic markets. "The Bayview-Hunters Point Community College would be a very likely prime contractor to administer these programs," said Buell. The Model Cities Community College has recently negotiated a merger with the community college in the Naval Shipyard.

Additionally, Mayor Alioto met with Congressional and Pentagon officials in early October to suggest that the Navy retain possession of the Shipyard and lease acreage not in use. That way, the Navy would always have the capability of using the shipyard for defense if needed. The Defense Department is currently studying the Mayor's proposal.

# NEWSLETTER

## Mayor's Office Fishing for Industry

The Mayor's Office of Economic Development, which received \$160,000 this year to bring blue collar employment back to San Francisco, is focussing its major efforts on persuading the Navy to declare Hunters' Point Naval Shipyard surplus and turn it over to the City for industrial development.

The Navy had originally intended to keep the core of the shipyard, but was willing to consider turning over the rest.

However, that would have been a major hindrance to the City's attracting industry, and the Navy has now agreed to consider turning over the entire shipyard if the City can attract shipbuilders.

OED has approached shipbuilders and reports substantial interest. Any shipbuilding at Hunters' Point will probably center on tanker constructions.

The Navy is taking the most highly trained personnel with it when it goes. This leaves

San Francisco with the less highly trained, less employable of the employees, adding to its already enormous blue-collar employment problem.

Second priority of the OED is an inventory of vacant land in the southern half of the City which is available for industrial use.

It is expected to begin in the next two months as a joint venture of the Mayor's Office of Community Development and the City Planning Department, with money funneled through OED.

The Office of Economic Development is responsible to two citizens' committees, the Overall Economic Development Program Subcommittee of the Manpower Planning Council, and a Business/Labor Advisory Council appointed by the Mayor. It is technically a subcomponent of the Manpower Planning Council, which is appointed by the Mayor.

All OED proposals are cleared through the MPC and then the Mayor's office. ♦

York MAY 13, 1974 P. 2

**Daily Journal of Commerce**  
Seattle, Washington  
Saturday, May 4, 1974

7

### Martinolich describes S. F. shipyard plans

TACOMA. — A spokesman for the John A. Martinolich Shipbuilding Corp. of Tacoma says that a large barge-building facility as well as a ship-dismantling complex is planned in San Francisco.

Last week it was announced that Martinolich is seeking about half of the Hunters Point Naval Shipyard now being phased out by the federal government. The Triple A Machine Shop has also expressed interest in leasing portions of the shipyard.

George Martin, secretary-treasurer and plant superintendent of Martinolich in Tacoma said the Bay Area shipyard would be used for building large barges, particularly for Alaskan development. The facility would also be used for drydocking American military vessels.

The Federal General Services Administration and the City of San Francisco must approve the Martinolich lease for plans to go ahead.

Martinolich also announced that the firm is currently negotiating with a Japanese company to scrap U. S. naval vessels for export to Japan.

Martinolich's two yards in Tacoma are used mainly for building crab boats for Alaska and tuna seiners for San Diego.

# Builders take

## a new look at

### Hunters Point

Sat., Jan. 26, 1974

★ S.F. Examiner

By Dick Alexander

At least five private shipbuilding and industrial firms were taking a new look at Hunters Point Naval Shipyard today following a Navy announcement it was retaining title to the entire 963-acre property.

Mayor Alioto's office said Bethlehem Steel, Todd Shipyards, Kaiser Industries, Triple A Machine and Litton Industries are undertaking new economic surveys of the facilities since the so-called "heart" of the shipyard would also be available for leasing.

The stumbling block to new industry since the Defense Department announced last April it was closing the base, along with a number of military bases, was the Navy's insistence on retaining some 111 acres, including the huge Drydock 4. Date for the phase-out was this June 30.

Navy Secretary John W. Warner said here yesterday the Navy was withdrawing its claim to just the core of the property, permitting lease of the entire base to a commercial shipbuilder.

Yesterday's action, hailed by Mayor Alioto as a "victory" for his administration, culminated some nine months of attempts to induce conversion of the shipyard into a privately-operated new construction facility.

When the Defense Department announced on April 17 it was phasing out the base, Hunters Point was the largest industrial employer in The City, with some 5600 civilian workers. Since then, employment has dropped to about 1600.

John Tolan, the Mayor's deputy for development,

said yesterday it may take two years to bring employment back to the 5000-6000 level.

Whether The City will be involved in leasing of the property and/or acting as an intermediary with industrial firms has yet to be worked out.

Alioto, Tolan and Mark Buell, director of the Mayor's Office of Economic Development, are going to Washington, D.C., next week to discuss the arrangements.

Warner told a news conference here yesterday the Navy would retain the essential character of the shipyard and would not go back and take the yard over except in an international emergency.

He said that prior to leasing property and equipment, appraisals will be required to determine fair market value and necessary Congressional approval must be obtained.

Later, Warner told a Commonwealth Club luncheon in the Sheraton Palace Hotel that the American public should be alerted to the "tremendous momentum" of the Soviet Navy.

"What we need most is a stronger sense of national unity," he said.

Warner said the U.S. Navy is still superior to the Soviets on the high seas, but, "unless we keep pace, we'll fall behind."

He concluded:

"Today, I ask only one thing of you: go out from here and spread the word that we still have a job to do and there are young Americans out there volunteering to do that job. They deserve our support."

Charles de Young Thieriot, Editor and Publisher  
George T. Cameron, Publisher 1925 to 1955  
Founded 1865 by Charles and M. H. de Young

## Editorials

# New Hopes for Hunters Point

**MAYOR ALIOTO** is authority for the welcome news that the Navy has "quietly reversed its earlier position" and is now willing to lease Hunters Point Naval Shipyard in its entirety for civilian uses.

Since its decision in June to close down the huge facility as no longer necessary for peacetime purposes, the Navy has adhered to a plan that would mothball the gigantic drydock and related facilities in its surrounding 110 acres, and would leave the remaining 500 or more acres idle until transferred to some other government agency.

In the interim, various shipbuilding firms, including three in Japan, have expressed active interest in operating the shipyard for construction of fleets of tankers that would bring Alaskan crude oil to existing refineries — but all have stressed the drydock as essential to any such undertaking.

**THE DECISION OF THE NAVY** to retain ownership of the entire shipyard site and to lease it with all facilities to a private agency makes a ready transition to civilian operation easy. Mayor Alioto will go to Washington shortly to urge Defense Secretary Schlesinger to approve the recommendation of the Admirals and make the transition prompt.

The Secretary's early approval is highly important, nationally and locally, at this time of threatened unemployment due to the energy crisis. A complete shutdown of the shipyard would be disastrous to the local economy. Its operation by private industry would provide an estimated 5000 jobs and, at the same time, would preserve the shipyard and crews of skilled shipyard workers for service in a national emergency.



# Hunters Point Now Open To Private Shipbuilders

By Bruce Stabio  
Maritime Reporter

The Navy has given up all claims to Hunters Point Naval Shipyard and wants to lease the facility to a private shipbuilder, Mayor Joseph Alioto said yesterday.

Alioto said the Navy is now urging Defense Secretary James Schlesinger to authorize the lease of the yard to private users.

The Navy had wanted to retain a large drydock in the middle of the yard which the city claimed would have killed chances to lease the land.

"The Navy has finally come around to say it recognizes that Hunters Point Naval Shipyard ought to be returned to private shipbuilding," Alioto told newsmen.

Alioto said he will urge Schlesinger to approve the Navy's new proposal when he goes to Washington later this month. He said he anticipated Schlesinger would approve the proposal.

The development of private shipbuilding, Alioto said, is "more important today" than when the Navy announced last year the yard would be closed this June. He said more jobs must be created because of the energy crisis and the resultant "tight economic situation." Hunters Point, he said, could provide up to 5,000 jobs.

Alioto said it is "significant" that the Navy wants to negotiate directly with private shipbuilders rather than turn the land

over to the General Services Administration for lease. Had the GSA been given the land, Alioto said, it would have been "very difficult" to put the land to use as speedily as the city wants to.

Alioto said the need for shipbuilding in San Francisco is "quite clear."

Shipbuilders in Japan and Europe have more orders than they can fill and there is a desperate need for big ships to carry Alaskan oil, the mayor said.

One of the city officers who convinced the Navy to change its policy, Mark Buell of the Mayor's Economic Development Office, said once Schlesinger approves the plan the city will confer with the Navy on what it wants for the yard and what kind of a lease should be drawn up.

Buell said it is "impossible" to tell when a shipbuilding tenant will be in the yard. Many major shipbuilders have expressed an interest in the yard, but Buell said they are waiting to see the contract terms proposed by the Navy. Buell also said many improvements would have to be made to the yard. As much as \$40 million, he said.

Ever since the Navy announced the closing of the yard the city has been mapping plans to acquire the facility. It says the yard can be used to build ships of up to 80,000 deadweight tons. In addition other parts of the yard could be used for cargo loading and unloading storage facilities.

## **Redevelopment Agency**

# **India Basin industry**

## **sought in sale program**

In its attempt to lure industry back to the City, the San Francisco Redevelopment Agency has approved a selling method geared towards attracting industry into the India Basin Industrial-Commercial District.

Instead of advertising for bids the Agency will seek developers through direct negotiations.

A development advisory committee, headed by Mark Buell, director of the Mayor's Office of Economic Development, will be established.

"The primary objective with India Basin is to attract high intensity employment in the project area," Robert Rumsey, executive director of the agency, commented.

India Basin Industrial Park is a 73-acre site located near railroad and ocean transportation services.

The Agency also approved the switch of developers for 122 units in its Western Addition project. It al-

lowed the Labor Assembly Committee for Action, a black trade union, to construct the \$2 million housing project. The former developer, Prince Hall Lodge of Masons, had to abandon its project after it ran into mortgage problems with another housing project.

LACA will construct 65 units at Turk and Webster and 57 units at O'Farrell and Divisadero.

Meanwhile, the Agency gave the long-stalled Yerba Buena project a boost after accepting a bid to demolish the West, Rex and Rock hotels. Getting the contract was Bay Cities Demolition of Richmond. It bid \$18,800.

Rumsey told the agency there are still three tenants living in some of the hotels. Currently, there is one tenant in the Milner and two in the West. He said that tenants will be removed prior to demolition work.

The agency, however, received news that a major law suit by Gerald Wright and Alvin Duskin, which has halted construction of the \$535 million convention and commercial center, had some of its causes of action tossed out because they lacked judicial validity.

The major causes of actions still must be decided. They are that the \$4 million architectural plans for the sports arena and convention center are in violation of the City charter, and that architectural funds were improperly taken out of the hotel tax fund.

In other action, the Agency approved a demolition contract to Iconco of San Francisco for razing the former Allan Meat Packing Co. building in the India Basin Industrial Park. Iconco submitted a bid of \$130,000.

# Hunters Pt. Error

THE Defense Department has earned the sharp protests raised over its intentions at Hunters Point Naval Shipyard.

The Pentagon announced last week it wanted to keep control of 110 acres, giving up the remaining 530 acres with the proviso they can be "recaptured in the event of national emergency."

This is "mothballing by another name," protested San Francisco Congressman William S. Mailliard. "The Pentagon wants to have its cake and eat it too," said Senator John V. Tunney.

The provision to put a hold on the 530 acres casts a cloud over their title and effectively inhibits their private development. The proviso is unnecessary anyway because the government can take over what it pleases in case of war, as witness Treasure Island.

Senate and House Armed Services Committees, to which the Pentagon reported its intentions, should inform the Pentagon that the proposals are not acceptable.

San Francisco Examiner  
9/9/73

## *Hunters Point*

# Navy studying Alioto plan

The Navy today studied Mayor Alioto's proposal to lease the Hunters Point Naval Shipyard to private shipbuilding repair firms.

Special Assistant to the Secretary of the Navy Roy Markon told the House Subcommittee on Military Installations and Facilities of the development yesterday in Washington.

Headed by Rep. Otis G. Pike (D-N.Y.), the subcommittee is holding a series of hearings on military base closings.

The Navy announced last April 17 it planned to close the Hunters Point installation by June 30 next year.

At the time of the Navy announcement the yard was the largest single industrial employer in the city, with about 5600 civilian workers.

The Navy later told the subcommittee it would re-

tain and mothball the core shipbuilding area of the yard.

Alioto made his proposal last week in a letter to Secretary of Defense James W. Schlesinger.

Several major shipbuilding firms, including Bethlehem Steel Corp., have expressed interest in re-use operations, the Mayor told Schlesinger.

Markon said yesterday the Navy could legally lease the facilities to private operators.

He also said Alioto's letter recommending the action was under consideration.

The subcommittee deferred action on the report.

San Francisco Examiner  
10/19/73



SAN FRANCISCO EXAMINER

1/24/73

SAN FRANCISCO CHRONICLE  
2/7/74

JOHN TOLAN AND SECRETARY OF THE NAVY JOHN WARNER

New action reverses decision to close the military base

## Navy will retain title to Hunters Pt. shipyard

By Richard Alexander

Navy Secretary John W. Warner announced here today the Navy will retain title to the entire Hunters Point Naval Shipyard.

The action reverses a decision of last April to close the military base as of June 30 and paves the way for leasing the yard's facilities to private shipbuilding firms.

A spokesman for Mayor Alioto said the Mayor was "elated" at the decision and considered it a "victory" for his administration.

Warner made the announcement to the media prior to addressing the Commonwealth Club on the relative strengths of the U.S. and Soviet navies.

In a letter to Alioto, dated

today, Warner said:

"Our evaluation of your recommendations has been completed. I am pleased to designate the entire Hunters Point Naval Shipyard a standby shipyard which will permit leasing the property to a commercial shipbuilder."

Warner said that action is being initiated to withdraw the existing Title 10 Excess Report for the shipyard from the House and Senate Armed Services Committees of the Congress.

"Retaining the essential character of the shipyard remains a Navy requirement," he added. "In making the property available for leasing, we are seeking to preserve the yard's capability for shipbuilding and efforts in this direction must

be aimed at the shipbuilding industry."

At the time of the Navy announcement last April 17, the Hunters Point yard was the largest single industrial employer in The City, with about 5600 civilian workers. Employment has since dropped to about 1600 since the phase-out was announced.

John Tolan, the mayor's deputy for development, told the media it may take two years to bring back the 5000-6000 level.

Tolan said The City will cooperate in a support role and continue to go out and solicit private industry. Whether The City itself would be involved in leasing any of the property remains to be worked out.

## Report on When Shipyard May Be Ready for Lease

The Navy may be ready to lease Hunters Point Naval Shipyard to private industry in about nine months, an aide to Mayor Joseph L. Alioto said yesterday.

Mark Buell, director of the mayor's Office of Economic Development, told the Hunters Point Task Force that it may be possible to allow only three months for reviewing bids after the six months the Navy estimates it needs to appraise the huge facility.

He and Alioto aide Jack Tolan were in Washington recently to discuss the matter with the Department of the Navy. Buell reported yesterday that San Francisco is charged with developing a marketing program to interest prospective tenants.

Associated Press

ALAN CRANSTON  
CALIFORNIA

United States Senate

WASHINGTON, D.C. 20510

March 8, 1974

The Honorable Joseph L. Alioto  
Mayor  
City of San Francisco  
City Hall  
San Francisco, California

Dear Joe:

I was pleased to receive your latest letter, as well as copies of your correspondence with the Navy concerning the fate of Hunters Point. Many thanks for sending them along. I have also appreciated your periodic efforts to keep me informed of the latest developments.

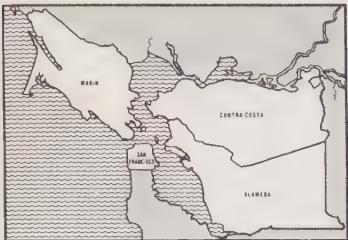
I'm delighted that the situation at Hunters Point has been resolved so successfully. I certainly agree that the entire Bay Area will benefit from the Navy's decision.

Many congratulations for your fine work!

With best personal wishes,

Sincerely,

Alan Cranston



# SAN FRANCISCO BAY CHAPTER SIERRA CLUB

5608 COLLEGE AVENUE / OAKLAND, CALIFORNIA 94618 / (415) 658-7470

April 8, 1974

Mr. Mark Buell, Director  
Economic Development  
Office of the Mayor  
City Hall  
San Francisco, Ca. 94102

Dear Mark:

I want to formally thank you on behalf of the San Francisco Bay Chapter for your efforts in facilitating the lease of the Animal Facility at Hunter's Point Naval Shipyard to the University of California Medical Center.

We expect this accomplishment will result both in no further destruction of the open space atop Mt. Sutro and in a more adequate facility for the Medical Center.

I am sure that your efforts and those of the Mayor's Office were very effective in securing the decision by the Navy to make this facility available to the University.

We are appreciative.

Sincerely,

Mrs. Diane Hunter, Chairman  
San Francisco Bay Chapter

cc: Assemblyman Willie Brown  
Helen Burke, Chairman Conservation Committee  
Jeanne Lippay, Chairman San Francisco Subcommittee



THE SECRETARY OF THE NAVY  
WASHINGTON, D. C. 20350

25 January 1974

Honorable Joseph L. Alioto  
Mayor of San Francisco  
200 City Hall  
San Francisco, California 94102

Dear Mayor Alioto:

This is in further reply to your letter of October 11, 1973, to Secretary Schlesinger concerning the disposition of the Hunters Point Naval Shipyard.

Our evaluation of your recommendations has been completed. I am pleased to advise you that action is being initiated to withdraw the existing Title 10 Excess Report for the Hunters Point Naval Shipyard from the House and Senate Armed Services Committees of the Congress. The Navy plans to designate the entire Hunters Point Naval Shipyard a ~~standby shipyard~~ which will permit leasing the property to a commercial shipbuilder. Prior to leasing property and equipment, appraisals will be required to determine fair market value, and necessary Congressional approval must be obtained.

Retaining the essential character of the shipyard remains a Navy requirement. In making the property available for leasing, we are seeking to preserve the yard's capability for shipbuilding and efforts in this direction must be aimed at the shipbuilding industry. We must avoid a leasing situation that would involve a multiplicity of users or users who would have a tendency toward changes that would bear adversely on the characteristics of the yard.

We are hopeful that a satisfactory leasing arrangement can be concluded. If such an arrangement does not develop after a reasonable period of time, it is necessary that we retain the option to reconsider our position on this matter consistent with the Navy's requirements. Further, it is expected that residual portions of the shipyard may be declared excess when the limits of lease interest are known.

The Office of Economic Adjustment will continue to work with you and the Navy by bringing the resources of the President's Economic Adjustment Committee to bear on the problems entailed in converting the

shipyard to civilian use. I expect this effort to support activities in such areas as planning, marketing, and manpower training until a successful conversion is achieved.

Your interest in maintaining the Hunters Point Complex as a national shipbuilding asset is very much appreciated. An active role by you and your staff is an essential ingredient in our mutual endeavor, particularly in consummating the interest shown by prospective lessees. I am sure we can count on your continued cooperation.

Sincerely,

John W. Warner

SAN FRANCISCO PROJECTS CHART

NAME OF PROJECT	AGENCY INVOLVED	CURRENT STATUS
Filipino Cultural and Trade Center	Redevelopment Agency	A proposal has been submitted to the Redevelopment Agency by community and private developers
Business and Industry Search Program	Chamber of Commerce, OED	Request for technical assistance from Department of Commerce approved by Manpower Council
India Basin Industrial Park	Redevelopment Agency	This industrial facility is in its final stages of land preparation. A marketing program is being developed by the Agency with the cooperation of the Office of Economic Development
Yerba Buena Center	Redevelopment Agency	Lands have been cleared for construction. Legal suits have delayed the actual construction of the center
24th Street Renovation Project	Arriba Juntos, OED, Mission Planning Council	Plans for the renovation of 24th Street are being formulated. A proposal for EDA Technical Assistance/Public Works is currently being developed
Fisherman's Wharf Project	Port Commission, Mayor's Citizens Committee for the Preservation and Beautification of the Fisherman's Wharf Area	The Mayor's Citizens Committee for the Preservation and Beautification of the Fisherman's Wharf Area issued a program for the revitalization of the fishing industries in San

(Cont'd.)

## NAME OF PROJECT

## AGENCY INVOLVED

## CURRENT STATUS

---

		Francisco. This program calls for the improvement of the fishing boat basin and the rehabilitation of the east side of the Hyde Street Pier. Cost of the projects is estimated at \$6.7 million (\$2.9 million for the breakwater, \$2.5 million for the Hyde Street Pier and \$1.3 million for new mooring facilities).
Market Street Development Project	Market Street Development Project	<ul style="list-style-type: none"><li>- BART already functioning in San Francisco. Trans-Bay operations start delayed, September 9, 1974.</li><li>- BART Embarcadero Station to be completed by late 1975. United Nations Plaza and sidewalk beautification program being implemented</li><li>- New Bank of America Building at Market and Eleventh Streets to start construction in early 1975</li><li>- A tree planting program (500 trees) has been started on Market Street between Steuart and McCoppin. Placement of brick on Market Street and widened sidewalks near completion</li><li>- Construction has already started on the \$7.5 million expansion of the Merchandise Mart. This will bring their total showroom space to 1,300,000 square feet by completion date, mid-1975</li></ul>
Neighborhood Commercial Areas Beautification	Department of Public Works	Legislation on this program is currently being considered by the Board of Supervisors

---

(Cont'd.)

NAME OF PROJECT	AGENCY INVOLVED	CURRENT STATUS
Neighborhood Arts Program	Art Commission	Projected neighborhood art facilities in twelve neighborhoods are currently in process of implementation. Funds already allocated
Performing Arts Center	Art Commission	Site selection in process. Some funds already allocated
Municipal Railway Expansion	Public Utilities Commission	Undergrounding of Muni lines along Market Street will be completed by 1975. Work is also proceeding on construction of the first Muni/Metro fleet of subway-surface cars
99 Westgate Mall	Redevelopment Agency	Major retail complex with 150,000-200,000 square feet of selling space, plus two or three office buildings, including one for governmental use, now being planned for early 1975 construction start. Will take up seven blocks on both sides of the partially restored main business street in the Western Addition II redevelopment project area. Private development corporation now negotiating with prospective tenants. Less than ten buildings remain to be demolished and cleared.
Hunters Point Naval Shipyard Economic Reuse Study and Marketing Program	OED	An application for technical assistance was submitted to EDA in February 1974, and approved in April. Work was started in June.

(Cont'd.)

NAME OF PROJECT	AGENCY INVOLVED	CURRENT STATUS
Center for Media and Communications Industries	OED	An analysis of the potential market for this industry is being conducted
Center for Service Industries	OED	Same as above
One-Stop Services for Industries	OED	A chart and brochure on all requirements, licenses, permits and documentation needed by developers is being prepared
Promotion and Marketing Program	OED	A brochure on economic development opportunities in San Francisco is currently being prepared
67 Development of a program and facility for the auto dismantlers displaced from the southeast area of San Francisco	Manpower Council, OED	Request for technical assistance from the Department of Commerce approved for submission by the Manpower Council
Native American Greeting Card Project	Manpower Council, OED	Same as above
Chinatown Industry Study	Manpower Council OED	Same as above
Mexican Trade and Cultural Center	Redevelopment Agency OED Mexican Cultural Institute	Community organizations and private developers are preparing proposals for submission to the Redevelopment Agency

(Cont'd.)

NAME OF PROJECT	AGENCY INVOLVED	CURRENT STATUS
Port of San Francisco	Port Commission	Plans for 1973-77 period call for \$77,600,000 worth of construction: - \$57,200,000 in container facilities - \$15,000,000 in LASH - \$1,400,000 in modernization of container facilities - \$4,000,000 in modernization of ro-ro facilities
Northern Waterfront Development	Port Commission, Bay Conservation and Development Commission	Proposals are being solicited from private developers for the development of the northern waterfront
89 East Shore Park Project	East Shore Park Development Corporation, Department of City Planning	A program proposed by Supervisor Dorothy von Beroldingen calling for a \$900 million project to convert 653 blighted acres along the Bay into homes, parks, businesses and industrial plants.

MAYOR'S SPECIAL TASK FORCE ON HUNTERS POINT NAVAL SHIPYARD

Mr. Stanley Jensen  
Directing Business Representative  
International Association of Machinists

Dr. Louis Batmale  
Chancellor/Superintendent  
San Francisco Community College District

Mr. Lex Byers  
Manager of Economic Development  
San Francisco Chamber of Commerce

Mr. Gwin Follis  
Retired Chairman of the Board  
Standard Oil Company of California

Mr. Albert Gatov  
Former U.S. Maritime Commissioner

Mr. Allan Jacobs  
Director  
City Planning Commission

Mr. Oscar James  
Community Development Chairman  
Bayview-Hunters Point  
Model Neighborhood Agency

Mr. Karl Kimbrough  
President  
Hunters Point Association

Mr. Clifford LeGette  
General Manager  
Triple A Machine Shop

Mr. Cyril Magnin  
President  
San Francisco Port Commission

Mr. Bruce Mayhugh  
Assistant to the General Manager  
Bethlehem Steel Corporation

Mr. Ernest Mitchell  
Director  
Hunters Point Foundation

Mr. Curtis Reed  
Chairman  
Mayor's Business and Industry Advisory Committee

Mr. Herman Solomon  
Vice President  
International Brotherhood of  
Boilermakers, Blacksmiths, Iron  
Ship Forges and Builders' Helpers

Mr. Edward Turner  
President  
Marine Cooks and Stewards Union

MAYOR'S BUSINESS AND INDUSTRY ADVISORY COMMITTEE

Mr. John Black, Jr.  
Assistant Vice President  
Public Relations & Public Affairs  
Pacific Telephone & Telegraph Company

Mr. Carl Brune  
Manager, Area Development  
Pacific Gas & Electric Company

Mr. William Chester  
Vice President  
ILWU

Mr. Gene R. Conaster  
Vice President  
Director of Economic Development  
Bank of America

Mr. James Crane  
Vice President  
Security Pacific National Bank

Mr. John Dayton  
Senior Vice President  
Buckbee Thorne and Company

Mr. Dawson Dean, Jr.  
Vice President  
Hertzka and Knowles

Mr. Daniel del Carlo  
Secretary  
Building & Construction  
Trades Council (AFL-CIO)

Mr. Donald D. Doyle  
Senior Vice President  
Marsh and McLennan, Inc.

Mr. Jim Fisher  
Jim Fisher and Associates

Mr. Donald Flynn  
Partner  
Baker & McKenzie

Mr. Herber Foedisch  
Senior Vice President  
Bank of California

Mr. Milton Gilmore  
Senior Partner  
Touche Ross & Company

Mr. Harry R. Goff  
President  
James Dole Corporation

Mr. H.J. Haynes  
President  
Standard Oil of California

Mr. Frank King, Jr.  
United California Bank

Mr. Robert Mackenzie  
Graham & James  
Attorneys at Law

Mr. Angus L. McLean  
Vice President and  
Resident Manager  
Coldwell Banker and Company

Mr. Joseph Patrick Mahoney  
Vice President  
Milton Meyer & Company

Mr. John O. Merrill  
General Manager  
Skidmore, Owings & Merrill

Mr. William F. Moriarty  
Associate Publisher  
San Francisco Magazine

Mr. William Morison  
President  
Foremost-McKesson, Inc.

Mr. S.V. Nelson  
Vice President and  
Regional Manager  
Grubb & Ellis Company

Mr. Louis W. Niggeman  
Chairman of the Board  
Fireman's Fund American  
Insurance Company

Mr. Del Quigley  
Vice President  
Corporate Development  
Robert Dollar Company

Mr. David Rawson  
Vice President  
American Realty and  
Management Company

Mr. H. Curtis Reed  
Johnson & Anton

Mr. Joseph S. Rogers  
Hassard, Bonnington,  
Rogers and Huber  
Attorneys at Law

Mr. Michael Roudnev  
Director, Public Affairs  
Del Monte Corporation

Mr. Robert F. Smith  
Senior Vice President  
Wells Fargo Bank

Mr. James Stretch  
Western Regional Vice President  
Metropolitan Life Insurance

Mrs. Leone Baxter Whitaker  
President  
Whitaker & Baxter International

OVERALL ECONOMIC DEVELOPMENT PROGRAM COMMITTEEEx-Officio

Mayor Joseph L. Alioto

Supervisor Dianne Feinstein

Supervisor John Molinari

Dr. Louis Batmale

President

San Francisco Community College District

William Becker

Director

Human Rights Commission

Ronald Born

Director

Department of Social Services

Charles J. Jung

Executive Director

Economic Opportunity Council

Donald Page

District Administrator

Employment Development Department

Dr. Steven Morena

Superintendent

San Francisco Unified School District

Model Cities Representative

Bobby Hodges

Chairman

Bayview-Hunters Point Model

Neighborhood Commission

Community Representatives

Mrs. Helen Spruell

Norman Lew

Harriet Haber

Director

Chinatown English Language Center

Tom D. DeLeon

Mario Herrera

President

Mission Coalition

San Francisco Consortium

Dr. Curtis Aller  
San Francisco University

Vocation Training Institution

Mr. Kalhart R. Ekland  
President  
Cogswell Polytechnical College

Veterans Administration

Fred F. Bradley  
Assistant Director  
Veterans Administration

Labor Members

John F. Crowley  
Secretary-Treasurer  
San Francisco Labor Council

Leroy King  
Regional Director  
ILWU

Employer Members

Ms. F. Kay Lewis  
Vice President  
Crocker National Bank

George V. Rodriguez

Clifford F. Schwarberg, Jr.  
President  
Pacific Medical Center

Economic Development Organizations

Mr. Benjamin Ramos  
President  
Mission Economic Development Association

Louis Barnett  
President  
PACT, Inc.

Harold Yee  
President  
Asian, Inc.

Greater San Francisco Chamber of Commerce

Gregory Hurst  
Manager  
Mission District Division  
Greater San Francisco Chamber of Commerce

Representative of the Handicapped

Robert A. McLeod  
Special Consultant in Rehabilitation  
State Division of Industrial Accidents

Mission Model Neighborhood Corporation

Sergio Carmona

U.C. BERKELEY LIBRARIES



C124883817



151